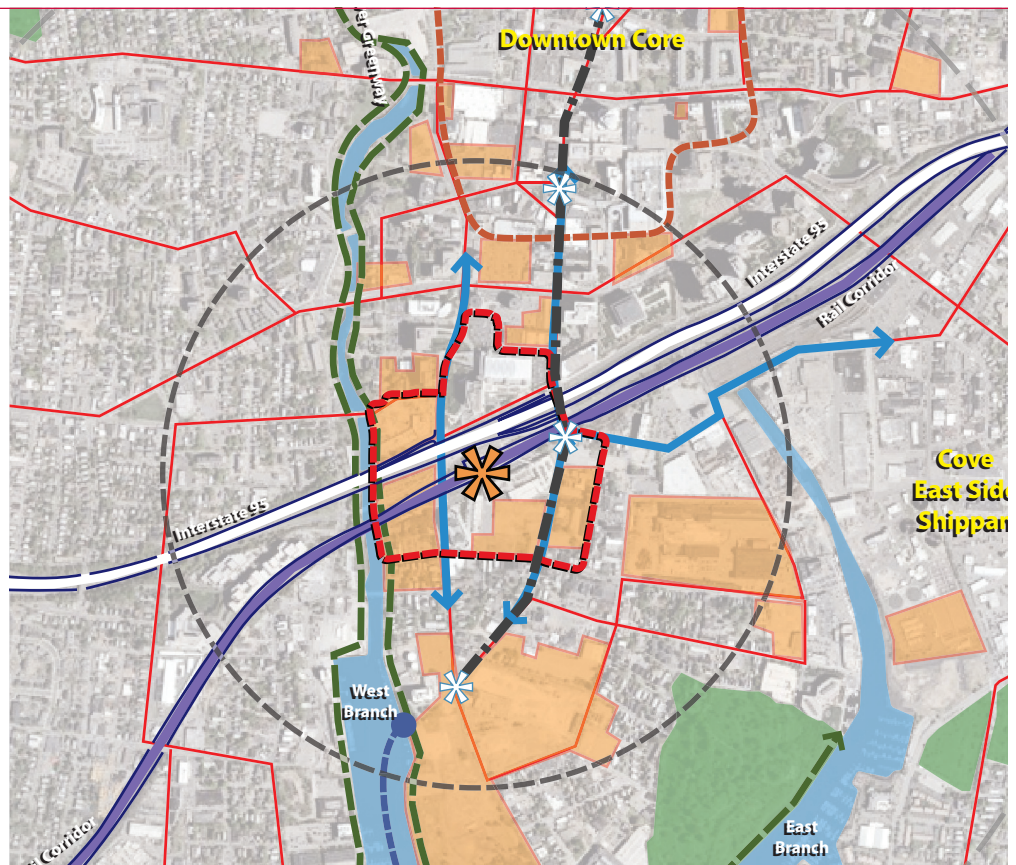


July 10, 2009

# Stamford Transportation Center RFEI for Transit Oriented Development

Request for  
Expressions of  
Interest



Submitted to:

Richard C. Allen  
Rights of Way Administrator  
The State of Connecticut, Department of Transportation  
2800 Berlin Turnpike  
Newington, CT 06131

Submitted by:

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July 10, 2009

Richard C. Allen  
Rights of Way Administrator  
The State of Connecticut, Department of Transportation  
2800 Berlin Turnpike  
Newington, CT 06131

Re: Stamford Transportation Center RFEI

Dear Mr. Allen,

W&M Properties and Jonathan Rose Companies are pleased to submit this response to the Request for Expressions of Interest (RFEI) from the State of Connecticut Department of Transportation (DOT). We have brought together a talented team to identify development alternatives and opportunities for the Stamford Transportation Center (STC) and nearby DOT property through Transit Oriented Development (TOD) strategies. We believe the concepts in this response not only embody the DOT guiding enhancements to STC and adjacent properties but will create an entirely new TOD community and experience around the Transportation Center that enhances the City of Stamford while simultaneously providing an efficient and vital transit station.

W&M Properties and Jonathan Rose Companies are collaborating with Jones Lang LaSalle, Calthorpe Associates and Perkins Eastman to address the considerations offered in the RFEI for the STC. Our team recognizes that the ultimate success of the STC is critical to the economic vitality of the region.

On the basis of our understanding of the STC, the need for replacement parking, traffic logistics, commuter preferences and smart growth through TOD, we have generated design concepts to assist DOT with its exploration and identification of development alternatives and opportunities for the STC and nearby DOT property through TOD strategies. These concepts lay the groundwork for on-going discussion and discovery with DOT for the future of the area.

Vested as developers, planners and architects in the City of Stamford, we are excited by the potential for the proposed TOD at and around the STC to serve as a model project for the region that engages the community, minimizes traffic congestion and supports best practices in sustainable design and development. We look forward to continuing our exploration of the opportunities presented in the RFEI with the participation of the DOT. Thank you for your consideration.

Sincerely,



Thomas P. Durels  
Executive Vice-President  
W&M Properties



Dara Kovel  
Managing Director, Connecticut  
Jonathan Rose Companies



## Table of Contents

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- 1.0 Overview
- 2.0 Additional Information Required for RFP Response
- 3.0 Form and Scope of Proposed Partnership
- 4.0 Prioritization of Potential Project Needs and Requirements
  - 4.1 Proposed Design Improvements to Station Place
  - 4.2 Overall STC Improvements
  - 4.3.a Improved Pedestrian Access
  - 4.3.b Feasibility of Adjacent Pedestrian / Bicycle Friendly Area
  - 4.4 Safe and Convenient Logistics / Access / Parking Plan
  - 4.5 Enhanced / Additional Retail Space
  - 4.6 Development Concepts
    - 4.6.a Residential and/or Commercial Office
    - 4.6.b Hotel and Conference Center
  - 4.7 Feasibility of Private Financial Contribution to Project
  - 4.8 Comprehensive Facility Management Alternatives
- 5.0 Additional TOD Opportunities
- 6.0 Recommended Steps for DOT to Define other TOD Opportunities
- 7.0 Appendix: Team Experience and Qualifications

W&M Properties  
Jonathan Rose Companies  
Jones Lang LaSalle  
Calthorpe Associates  
Perkins Eastman

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## 1.0 Overview

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### Purpose of RFEI

W&M Properties (W&M) and Jonathan Rose Companies (JRCo) team is pleased to submit this response to the Request for Expressions of Interest (RFEI) for a Transit Oriented Development at and around the Stamford Transportation Center released by The State of Connecticut, Department of Transportation (DOT). Through this response, we hope to assist the Department in identifying development alternatives and opportunities for the STC and nearby DOT property to develop Transit Oriented Development (TOD) strategies and re-envision the experience in and around the Transportation Center.

The potentially developable DOT property includes the footprint of what is now being used as the older portion of the existing parking garage which will be demolished and the property north of South State Street under I-95 to North State Street, the surface parking lot between South State Street and I-95. Enhancement opportunities for the 7.8 acre STC include its platforms, pedestrian bridges, and tunnel.

### Key Objectives

The key objectives outlined by the DOT in the RFEI include:

- Maximize the level of public and economic benefits to be generated by the proposed enhancements and Transit Oriented Development.
- Create the highest level of quality and design improvements to STC in terms of accessibility and egress for existing customers, pedestrians, bicycle, motorcycle and scooter patrons as well as motor vehicle traffic.
- Enhance existing customer's overall use of the STC as well as: passenger pick up and drop off areas; automobile access to the station's parking facilities; taxi and livery staging, queuing and circulation; corporate / private shuttle areas; local / intercity bus operations / depot; commuters utilizing the DOT parking facility during construction and in the final configuration; and parking.
- Achieve multi-modal transportation related improvements such as improved station access and linkages, increased parking, expanded train passenger platforms, improved access to those platforms, and integration of the station within the context of a TOD;
- Provide the opportunity for an environmentally friendly development that is LEED certified; and
- Facilitate the continued renaissance of the City of Stamford.

## 1.0 Overview

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The objectives outlined above are critical for a successful TOD development that enhances the City of Stamford while simultaneously providing an efficient and vital inter-modal transit station. Our team recognizes that a truly successful development must foster a sense of place, especially for the local residents based on their long term interest in cultivating a vibrant community.

### STC RFEI Team

In preparing this response, W&M and JRCo has assembled a team of highly qualified professionals that are dedicated to urban planning and green mixed-use, mixed income and affordable housing and transit-oriented development. Both W&M Properties and Jonathan Rose Companies are active developers and stakeholders in Stamford. Perkins Eastman Architects have a long-established track record of planning and design both in Stamford and with TOD development. Jones Lang LaSalle has design development, project management and retailing experience for major mass transit and train stations in the northeast including Grand Central Terminal in NYC and Union Station in Washington DC. Our team's expertise is further supplemented by the planning experience of Calthorpe Associates, leaders in Transit Oriented Development planning and design. Our team members bring an intimate knowledge and experience to the STC RFEI response through our history and work in the Stamford region. Please also note that W&M Properties is fully engaged in the Beyer Blinder Belle/ Stantec/ City of Stamford effort to study and make recommendations for the reworking of the STC.

### W&M Properties

W&M Properties of Connecticut is the Master Developer of Metro Green. W& M Properties is the real estate operating company of Peter L. and Anthony E. Malkin. Peter and Anthony Malkin are the third and fourth generation of a family real estate business involved in the ownership and operation of office, residential, retail, and warehouse/distribution properties around the United States including the Empire State Building which the family acquired in 1961. The Malkin family has been active in Stamford, Connecticut real estate for more than two decades. The Malkin family is long term owner/ operator with decades of experience in TOD. The Malkins have had an investment philosophy for decades focused on the importance of highly functioning mass transit, long before it became today's prominent concept in development and redevelopment

Other holdings include the W&M Properties operated Metro Center, a 280,000 square foot, multi-tenanted Class A office building at the STC and located immediately to the west of the Metro Green Site, and First Stamford Place, a neighboring 3 building 810,000 square feet office complex located along I-95 adjacent to the STC. The Malkins have had fully approved their Platinum LEED candidate Metro Tower, a 350,000 square feet office tower immediately adjacent to the STC, Metro Center, and the STC garages. Work on Metro Tower has been held in abeyance while resolution of the STC garage and redevelopment are in play.



## 1.0 Overview

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W&M Properties maintains integrity backed by the reputation and financial strength of its owners. The Malkin family and their employees are committed to the highest standards of ethics and performance on behalf of syndicate groups and partnerships with financial institutions and private investors. Four generations of accomplishment, and plans for generations to come, guide the Malkin family and W&M Properties in each effort.

### **Turn-Key Approach**

W&M Properties possesses a comprehensive set of skills applied through our owner's view to every relationship and task. The in-house capabilities of the company include: financial analysis, acquisitions, financing, marketing, management, engineering and construction, housekeeping, as well as accounting and reporting.

There is an integrated team approach to every project which incorporates several disciplines within the company. By performing all aspects of property operation in-house, we have total quality control and maximum profit potential for each asset.

### **Sustainability Initiatives**

W&M Properties is committed to sustainable property operations and development. Our business practices are environmentally responsible, save energy, and are an investment in the health and well-being of our tenants. These investments translate to more energy efficient and productive work spaces, providing cost savings for all over the long-term.

### **Acquisition Strategy**

W&M Properties grows through acquiring properties in which its principals lead equity investments in partnership with co-investors. Our focus involves discipline and response to opportunity. Our experience and knowledge of many markets and property types combine to the advantage of our investment partners.

## Jonathan Rose Companies

Established in 1989, Jonathan Rose Companies (JRCo) is a mission-based green real estate policy, planning, development, program management and investment firm. Currently managing \$1.5 billion of work, Jonathan Rose Companies is a recognized leader in transit oriented development, green building and affordable housing. A green urban solutions provider, much of our work is carried out in close collaboration with not-for-profits, towns and cities. We conduct our national real estate practice through regional offices in New York, Connecticut, Denver and Albuquerque.

With more than 2,400 units currently in development, Jonathan Rose Companies is currently co-developer with W&M Properties for Metro Green Apartments. The development is the first phase of the Metro Green development, a mixed-use, mixed-income, transit oriented development, planned for the site adjacent to the STC. Metro Green Apartments is a 50-unit affordable housing project that will provide residents

## 1.0 Overview

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with new apartments designed to LEED Gold standards in close proximity to the STC and to the City of Stamford business district.

Jonathan Rose Companies has been committed to transit oriented development and principles of smart growth since its founding. One of the firm's earliest planning and development efforts was the award-winning development of the Denver Dry Goods Building, the first mixed-use, mixed-income, green historic TOD project in the nation. The firm's Highlands' Garden Village in Denver, Colorado is an early example of transit oriented smart growth. In July 2009, the development was selected by EPA Administrator, Lisa Jackson, as a model of smart growth and climate reducing development as part of President Obama's Clean Energy week. Jonathan Rose Companies continues to develop models of green mixed-income smart growth around the nation.

Jonathan Rose Companies and Wallace Roberts Todd recently joined efforts to develop smart growth planning tools for small towns in America. The project is supported by the U.S. EPA and the Connecticut's Capitol Region Council of Governments. Using rural and small town sites in Connecticut planned for development, the initiative was created in collaboration with local planning officials and community members through meetings and public workshops. The resulting report will address smart growth development from a marketability and design perspective, and provide planning officials, policy makers and communities with development and design guidelines that promote green, livable, well-designed and economically viable communities. Our planning group also provided a comprehensive collection of project management tools designed to provide the decision-making framework for the Atlanta Beltline project, 1200 acres of green space, 22 miles of new transit, trails, and transit oriented development along the historic railways that encircle the urban core of Atlanta.

In addition to our planning and transit oriented development work, Jonathan Rose Companies offers its program management expertise as Owner's Representatives to civic, cultural and education clients. Currently managing more than \$750 million of projects, our clients have included: The Cooper Union, the Polytechnic Institute of New York University, Columbia University, the Brooklyn Academy of Music, Jazz at Lincoln Center, the New York Public Library, Stone Barns Center for Food and Agriculture, and Winrock International.

The firm's work has been honored with awards from a wide range of respected organizations including: Urban Land Institute, American Planning Association, American Institute of Architects, National Trust for Historic Preservation, Council of Urban Economic Development and the U.S. Environmental Protection Agency.

## 1.0 Overview

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### Jones Lang LaSalle

Jones Lang LaSalle has more than 170 offices worldwide, operations in more than 700 cities in 60 countries, and approximately 33,000 employees. With 2008 revenue of over \$2.7 billion, the company provides comprehensive integrated real estate and investment management expertise on a local, regional and global level. In the New York tri-state region, JLL's Project & Development Services group has over 285 professionals with several million sq. ft. of projects underway. We manage over 380 projects annually and delivered 245 projects in 2008.

#### **Project and Development Services**

JLL provides a variety of project management services—including conversion management, move management and strategic occupancy planning services—to tenants of leased space, owners in self-occupied buildings and owners of real estate investments.

#### **Transit Oriented Development Services**

JLL has a successful track record of serving institutional and public sector clients with diverse real estate needs. Examples of past projects include: New Haven Union Station, Grand Central Terminal, the West Side Rail Yards, Fulton Street Transit Center, Denver Union Station and our work as advisor to the Port Authority for on-call real estate services regarding the redevelopment of the World Trade Center site. In addition, Jones Lang LaSalle was the developer for the revitalization of Union Station in Washington, DC and Grand Central Terminal in New York and are now providing property management services for these iconic projects.

#### **Development Management Services**

The development process is often complex and involves a multitude of consultants, vendors and contractors. We provide the expert management that provides important initial feasibility information, and manages the design and construction process to the interests of the owner or tenant is paramount to a successful project.

#### **Sustainability & Energy Services**

Jones Lang LaSalle offers environmental sustainability services to assist clients realize their objectives in this area. Our in-house team of environmental experts provides our clients access to the industry's best practices in sustainability and green design concepts and expertise in administering environmental data, resulting in reduced risk and improved corporate standing for our clients.

### Calthorpe Associates

Calthorpe Associates was established in 1983 with a design philosophy that focuses on communities that are diverse, mixed-use, and pedestrian friendly. The firm places a special emphasis on fostering neighborhoods that provide a range of housing in close

## 1.0 Overview

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proximity to shopping, jobs, recreation, and transit. Sample TOD projects include The Crossings Transit-Oriented Neighborhood Project which transformed a 1960s auto-oriented strip mall into a vibrant pedestrian-oriented community. Located adjacent to a new CalTrain commuter station, The Crossings provides a range of housing and retail opportunities, within an interconnected network of tree-lined streets, pedestrian paths, community parks and open space that knit this new mixed-use neighborhood together.

Calthorpe also developed the Specific Area Plan for the Colma BART Station area, which coordinated many jurisdictions and property owners' efforts to develop a prime transit stop to act as a focal point for neighborhood activity. The Colma BART Station Plan incorporated a vibrant mix of urban housing, retail, and office uses that fit with the surrounding setting and met demonstrated market demand.

### Perkins Eastman

Perkins Eastman is a leading international architecture, urban design, and interior design firm offering programming, planning, design, strategic planning and consulting, real estate and economic analysis, and program management services. Forging a multi-faceted practice around the interest of our principal designers, we have cultivated a diverse portfolio of projects for private and public sector clients. Our dual concern with client satisfaction and design excellence has fostered organic growth; we have expanded from our roots in New York, NY into a network of domestic offices in Stamford, CT; Boston, MA; Arlington, VA; Charlotte, NC; Chicago, IL; Oakland, CA and Pittsburgh, PA; and internationally in Dubai, UAE; Guayaquil, Ecuador; Mumbai, India; Shanghai, China; and Toronto, Canada comprising of a staff totaling nearly 600.

Our Stamford, CT office, which is one of the largest in Fairfield County, provides planning and architectural services for a diverse range of building types with a core focus on commercial, corporate interiors and housing. The firm has won over 150 awards for design excellence including a significant number for the firm's work in Stamford including Canterbury Green, Parkside Gables, UConn Stamford and others.

The firm has been very active in planning and design around the Stamford station including Metro Green. The firm was the lead planner for the rezoning of the Yale & Towne site. The firm is the architect for the commercial core of three buildings at Harbor Point.

The firm just completed a successful TOD in Scarsdale, Christie Place, that includes a 300 car commuter garage below housing and retail. The firm has been the architect for over 100 garages including many of 500-1000 cars each. Perkins Eastman was retained as the consulting architect for the design of a ten-story, 2,100-car parking facility at the downtown Renaissance Center and subsequently developed design-build contract documents for the project. The firm also developed design-build documents for two parking facilities at the historically significant General Motors Technical Center, for 3,200 and 1,200 vehicles respectively.



## 1.0 Overview

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The firm's largest current garage project which is related to a busy subway stop in Flushing is the SkyView Parc, currently under construction, where Perkins Eastman provided site planning and full architectural services for this 14-acre, 3.2 million sf mixed-use complex near the heart of downtown Flushing. Developed by Muss Development Company, the project uniquely mixes residential units with a four-story, big-box retail base. The entire complex includes 950 residential apartments, more than 725,000 sf of retail space, and parking for 2,650 vehicles.

For ten years the firm's planners (PE and our affiliate BFJ) were lead planners for Penn Central on the development and/or sale of its land under and around the Metro North Harlem and Hudson lines, the development of the TOD master plan for the Farmingdale station area on Long Island and for the City of Yonkers station area.

### Approach

Our team structured our exploration to understand different stakeholders' priorities at regional, neighborhood and site specific perspectives in both the short and long term. On the basis of our analysis and knowledge of factors impacting future TOD development in Stamford, we have generated concepts to assist DOT with its exploration and identification of development alternatives and opportunities for the STC and nearby DOT property through TOD strategies. We have noted both general TOD concepts as well as some site specific solutions to lay the groundwork for on-going discussion and discovery. These concepts can be effectively phased so that immediate improvements can be made in the short term for immediate impact while the larger scale goals can be further assessed relative to feasibility and financing.

Our approach outlines opportunities and constraints available to the development team to enhance the City of Stamford as well as the greater region and create a successful balance between pedestrian-friendly, mixed-use urban design and the need to accommodate parking for commuters while improving operations and minimizing traffic congestion. Our intent is to foster a dialogue between stakeholders at many different scales to arrive at a successful holistic solution.

Our design concepts are devised to achieve the following goals:

- Improved experience for all visitors to the Transportation Center in all modes of travel
- A more vibrant and interactive street life at the sidewalk level on both the north and south side of the Transportation Center
- Distinctive and meaningful open space, public realm improvements and feasible private development
- Reduced traffic congestion surrounding the Transportation Center through:
  - Improvements to Station Place based on rationalization of the traffic patterns, commuter activity and drop-offs and peak load management on the South side of the Transportation Center
  - Strategically located replacement parking with access to Atlantic Street
- Re-organization of the parking structures

## 1.0 Overview

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- Greater connections between the north and south side of the Transportation Center
- Expansion upon the planning and investment that has preceded this RFEI at Metro Green, Harbor Point and other relevant sites in the area
- Connection to other transit modes and nodes of development in the neighborhood and greater Stamford area
- Green building practices and energy efficient solutions where possible in infrastructure, open space and buildings

### Team Contact Information

All inquiries regarding the W&M Properties and Jonathan Rose Companies RFEI response should be directed to the contacts below:

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## 2.0 ADDITIONAL INFORMATION REQUIRED FOR RFP RESPONSE

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## 2.0 Additional Information Required for RFP Response

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If issuing a specific RFP solicitation, it would be advantageous for the DOT to offer the information on the following considerations:

- DOT's preferred development team structure, specifically ownership of land, development responsibility and parking management
- Short and long term needs for commuter parking
- Reports generated from City of Stamford RFP for Improvements to Station Place for review and coordination purposes
- DOT's proposed coordination with the City of Stamford in connection with its recent studies to improve the Transportation Center
- Identify funding sources and budget parameters for STC Improvements
- Timeline for completing the Atlantic Street underpass and previous studies
- Establish short term and long term development and revenue goals to aid in a phasing plan



### 3.0 FORM AND SCOPE OF PROPOSED PARTNERSHIP

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## 3.0 Form and Scope of Proposed Partnership

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We view this proposal as the opportunity to create a model public private partnership that benefits the DOT and City of Stamford and results in a new experience in and around the STC. The most effective partnership is one in which the State of Connecticut, City of Stamford and adjacent property owners and stakeholders with development experience and project management capabilities collaborate to devise a plan that will improve the functions of the STC and create an improved environment both short term and long term.

W&M, as owners of the property to the south of the State garages, is ideally positioned to assist in coming up with the most effective and substantive, complete solution to rethinking the Transportation Center. Jonathan Rose Companies, with its TOD, planning, mixed use and green development expertise brings leadership and creative capacity to create a model for transportation center redevelopment in Connecticut. Jones Lang LaSalle, with relevant experience at Grand Central Station in New York City and Union Station in Washington DC, will bring expertise on repositioning and improving the uses within and around the Station. These three entities will assist the DOT in establishing the best short and long term development plan, and will implement the plan in partnership with the DOT. Based on our strong relationships with the City, we believe we can assist in effectively coordinating between the City and State entities.

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## 4.0 PRIORITIZATION OF POTENTIAL PROJECT NEEDS AND REQUIREMENTS

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## 4.0 Prioritization of Potential Project Needs

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### Short Term versus Long Term considerations – Potential for Phasing

- First steps to be immediate, practical and finance-able and should focus on enhanced services at the STC and better connections to the surrounding areas.
- Future phases to provide enhanced visionary improvements such as light rail connections and more mixed use development.

The outer edges of the Transportation Center need to better assimilate the surrounding context of downtown Stamford and the evolving context of South Stamford:

- By streamlining taxi operations and passenger drop-off areas both north and south of the station, more open space with landscaped features could be created. To the north, this includes both the drop off areas as well as the streetscape/transitions from UBS along Washington Boulevard. To the south, this strategy would greatly improve traffic flow and create a better sense of place.
- East and west of the station, the landscaping and appearance should better connect to Station Place, and parking at South State Street as well as to the west adjacent to the planned development of the new transit corridor.
- Improved pedestrian connections to the areas noted above as well as to the south end would promote safety, improve the urban experience and would encourage the use of public transportation and car independent means of getting around Stamford

Transit-oriented development (TOD) benefits from a range of uses that maximize the vitality of the site. A solution should aim for the maximum, site-appropriate density to promote this vitality. The development must have a character and range of activities and experiences that make it a destination within Stamford and the region. Uses aside from parking should be infused onto Station Place to activate the area.

The improvements to the STC and surrounding areas should result in a high profile solution that can serve as a model for transit-oriented development and further promote Stamford's reputation as a vibrant community in which to work and live. Development standards for the site should encourage outstanding, innovative design.

The development will benefit from maximizing its commitment to environmentally sensitive planning, design, construction and operations. Strategies that promote the health of the harbor ecosystem should particularly be promoted. Open space, native / adaptive landscaping, water and energy efficient practices, and the use of recycled and regional materials should be incorporated to the highest extent possible.

A diagram illustrating our understanding of the STC TOD site context is included at the end of this section.

## 4.0 Prioritization of Potential Project Needs

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### 4.1 Proposed Design Improvements to Station Place

Our team's suggested implementation to Station Place focus on the following recommendations to:

**Option 1: Provide approximately 200 to 300 commuter parking spaces to be located within a new garage located on the site of Metro Green**

- Commuter spaces to be state-owned condominium
- Spaces to be located in a garage that also contains parking spaces for residents of Metro Green
- Commuter and residential spaces to be completely separated
- Alternative sketches for garage design are enclosed

**Option 2: Provide approximately 200-300 commuter parking spaces to be located temporarily within a new garage located on the site of Metro Green**

- Commuter spaces to be state-owned condominium
- Spaces to be located in a garage that also contains parking spaces for residents of Metro Green
- Commuter and residential spaces to be completely separated
- Once the old STC garage is removed and a new, smaller garage to be built as part of this proposal replaces it, ownership of the state-owned condominium will revert to Metro Green and become residential only.
- While there are no alternative sketches for this garage design on Metro Green's property enclosed, the location of the new, smaller STC garage is identified in our overall site rendering.

Design programs for both options have been developed and pricing estimates are available by request.

**Create a new focal point for the Transportation Center on Station Place**

- Create an identity for the STC and clarify the entry points.
- Reconfigure and relocate the primary stairs east to be facing a new public plaza that runs parallel to new kiss and ride area, and base of the main escalators leading to the ticketing/waiting area. The stairs currently do not lead to a clear destination and prompt drop-offs and pick-ups in a two-lane section of Station Place which causes congestion.
- Improve signage that better directs commuters and visitors to destination points in both the station and outwards to the city.
- Establish "open space" with landscaping to promote a healthier environment and to soften the hardscape.
- Provide train ticketing kiosk or office at street level.

**Widen and improve Station Place**

- Widen Station Place to provide opportunities to improve traffic flow.
- Establish better and more visible passenger drop-off lanes, with improved directional signage to mitigate traffic congestion.

## 4.0 Prioritization of Potential Project Needs

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- Drive-through lanes to be designated clearly
- Reorganize taxi queuing to provide better accessibility and visibility for kiss and ride, pick-ups and drop-offs
- Install better signage for both vehicles and pedestrians.
- Design better pedestrian cross walks.

### **Enliven Station Place with diverse activity**

- Transit oriented amenities that would replace the stagnant garage facades and create a more vibrant street.
- To improve the urban block and definition of the street boundary, locate architecturally significant entrance for Metro Tower directly on Station Place

### **Provide amenity space for the STC at the footprint of the old garage including the potential re-location of underground facilities.**

## 4.2 Overall Transportation Center Improvements

Included at the end of the section is a diagram of suggested Transportation Center Implementations that focus on the following aspects:

### **Improve Train Station Facilities**

- Improve Pedestrian access to platforms.
- Lengthen platforms to accommodate longer trains.
- Provide automated ticketing on both the south and north side of the tracks for greater convenience.
- Improve signage directing commuters to areas within the station and to destinations outside of the station.
- Provide real-time electronic signage at individual tracks to indicate train arrivals and departures specific to the track.
- Expand existing concourse and design as more of an amenity versus just a corridor.
- Provide more distributed ticket areas so existing area over the tracks can be enhanced as a more gracious waiting area.
- Improve station amenities and assess retail opportunities (also see Section 4.5 Retail)
- Consider relocation of underground facilities to at-grade location.
- Consider enhanced commuter capacity and connections should be considered both above grade to waiting areas and below grade with direct connection to the tracks to alleviate the growing congestion, particularly at rush hour.

## 4.0 Prioritization of Potential Project Needs

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### **Parking**

Demolish original State Parking Garage and replace with smaller garage footprint which would allow for the following:

- Improved and expanded passenger pick-up and drop-off area
- Reorganization of taxi queuing
- Ground floor amenity space for STC.
- Improved development relationship of buildings along Station Place, Architecturally significant entrance for Metro Tower on Station Place for improved street front experience.
- Landscaped open area to improve the public realm and pedestrian experience.

Create commuter parking spaces as a replacement of the approximate 800 spaces at the old garage and to augment the existing supply as follows:

- 300 Spaces at Metro Green Residential / Commuter garage with access from Atlantic Street.
- 300 spaces at Station Place replacement garage.
- 800 spaces at an adjacent site across Atlantic (potentially 650 Atlantic Street).
- Additional, as yet unquantified as shown at the surface lot north of State Street and West of Washington Boulevard as show on the attached site rendering
- Build a series of pedestrian bridges to connect garages at upper level.
- Create pedestrian friendly crosswalks at ground level.

Drawings outlining proposed parking scenarios are included at the end of this section.

### **Intermodal connections**

- Provide enhanced shuttle loop as South Stamford develops.
- Provide location for Zip Cars, or similar, which will be an asset to both residents as well as office users.
- Further plans for future light rail connections.

### 4.3.a Improved Pedestrian Access

Pedestrian Connections need to be improved between the station and the surrounding areas in order to improve safety, to encourage decreased use of automobiles and to improve the connectivity between neighborhoods and their different uses.

Initial recommendations are as follows:

- Improve pedestrian experience at Atlantic and Washington Street overpasses through better lighting, artwork, improved signage and wayfinding.

## 4.0 Prioritization of Potential Project Needs

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- Enhance pedestrian access to Stamford Urban Transitway with improved pedestrian crossings and landscape.
- Create landscaped, well-lit pedestrian connection to the South End residential neighborhood.
- Widen sidewalks to accommodate planting of trees where possible and further develop the landscape pattern and improvements created at the Metro Green development of Henry Street.

### 4.3.b Feasibility of Adjacent Pedestrian / Bicycle Friendly Area

To increase the appeal and viability of bike and pedestrian travel, thereby reducing vehicle miles traveled, pedestrian passageways should be improved and landscaping and open space should be incorporated where possible to improve the pedestrian experience. Goals should include linking the STC to both downtown and the South End / harbor areas by means of wider roads that can safely accommodate bike lanes would substantially improve quality of life in the city and would aid in reducing automobile dependence. Further study of traffic and roadways would be required. Improvement of the current bike storage areas at the Stamford Train Station would likewise reduce automobile dependence, would be a great amenity to commuters and would lead to decreased parking demand.

### 4.4 Safe and Convenient Logistics / Access / Parking Plan

See Section 4.1 for suggestions related to improved logistics at Station Place.

See Section 4.2 for description of proposed parking plan and related drawings which proposes parking solutions and improved pedestrian access.

### 4.5 Enhanced / Additional Retail Space

Based on our local experience and knowledge of community interests, traditional destination retail is not a viable use for the area around the STC. To create viable retail with the STC, the results of the STC report commissioned by the City of Stamford should be completed and reviewed in order to assess improvements or supplementing existing STC amenities.

Creating a synergy in uses between amenity space and the station is critical to the viability of such uses. In the short term, accommodating some transit oriented amenity space for the STC operations would be most viable for a portion of street level space fronting Station Place. Plans for development should account for the existing retail and determine how to supplement or reinforce existing uses.



## 4.0 Prioritization of Potential Project Needs

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JLL has significant experience in improving retail facilities at train stations and enticing solid retailers to such location, and can offer assistance in developing an appropriate amenity program for the STC.

### 4.6 Development Concepts

#### 4.6.a Residential and/or Commercial

The Metro Green development is located directly adjacent to the STC and is the quintessential transit oriented development. The mixed-use development will feature a “best in class” LEED candidate office tower and a 238 mixed-income residential development seeking LEED Neighborhood development certification. The proposed concepts included in this RFEI response include locating the fully approved, Platinum LEED candidate, 350,000 square foot Metro Tower directly on Station Place to create a more active street front and to create a more pleasing streetscape. Improved pedestrian connections are proposed between the Transportation Center and the South End residential neighborhood which includes the Metro Green residential development. Such a connection improves safety for residents and encourages reduced dependence on automobiles. See attached plan with buildings labeled “Metro Green.”

#### 4.6.b Hotel and Conference Center

Given the existing facilities, the current and incoming supply of hotel rooms within the immediate vicinity, competition for access from existing users of Station Place, and the proposed uses surrounding the STC, plus the limited footprint of the old garage, it would be difficult to locate a hotel or conference center directly adjacent to the STC. Rather than adding hotel capacity over and above those facilities currently located or planned for within walking distance of the station, a greater emphasis should be placed on improving the commuter and pedestrian experience and connections to existing facilities downtown and those other projects planned for the South End that serve these needs.

### 4.7 Feasibility of Private Financial Contribution to Project

Given the preliminary nature of these concepts and the lack of detail regarding the DOT and City’s role in this effort, it is impossible to define a financial structure for the project. To the extent that W&M and Jonathan Rose Companies were selected to act as developers of any of the phases of the master plan, equity investments would be determined on a project-specific basis. In addition, W&M’s willingness to consider the reconfiguration of uses that impact its property and proposed Metro Green project adds substantial flexibility and impact to the overall STC redevelopment potential.

Given the potential availability of Federal resources for such project, our team would

## 4.0 Prioritization of Potential Project Needs

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work closely with DOT and the state and federal delegation to identify resources to benefit the overall project.

The inclusion of Metro Green in the overall redevelopment efforts open up development potential and improvements to the entire Transportation Center experience that, otherwise, would not exist. It is our intention to work with the DOT to determine roles, responsibilities and ownership of the final programmatic elements and then establish the appropriate financial contribution. Through this approach, we hope to arrive at a solution that addresses the needs of the DOT and state, the City, the commuters, the neighbors and the residents, businesses and workers who are affected by this redevelopment effort.

### 4.8 Comprehensive Facility Management Alternatives

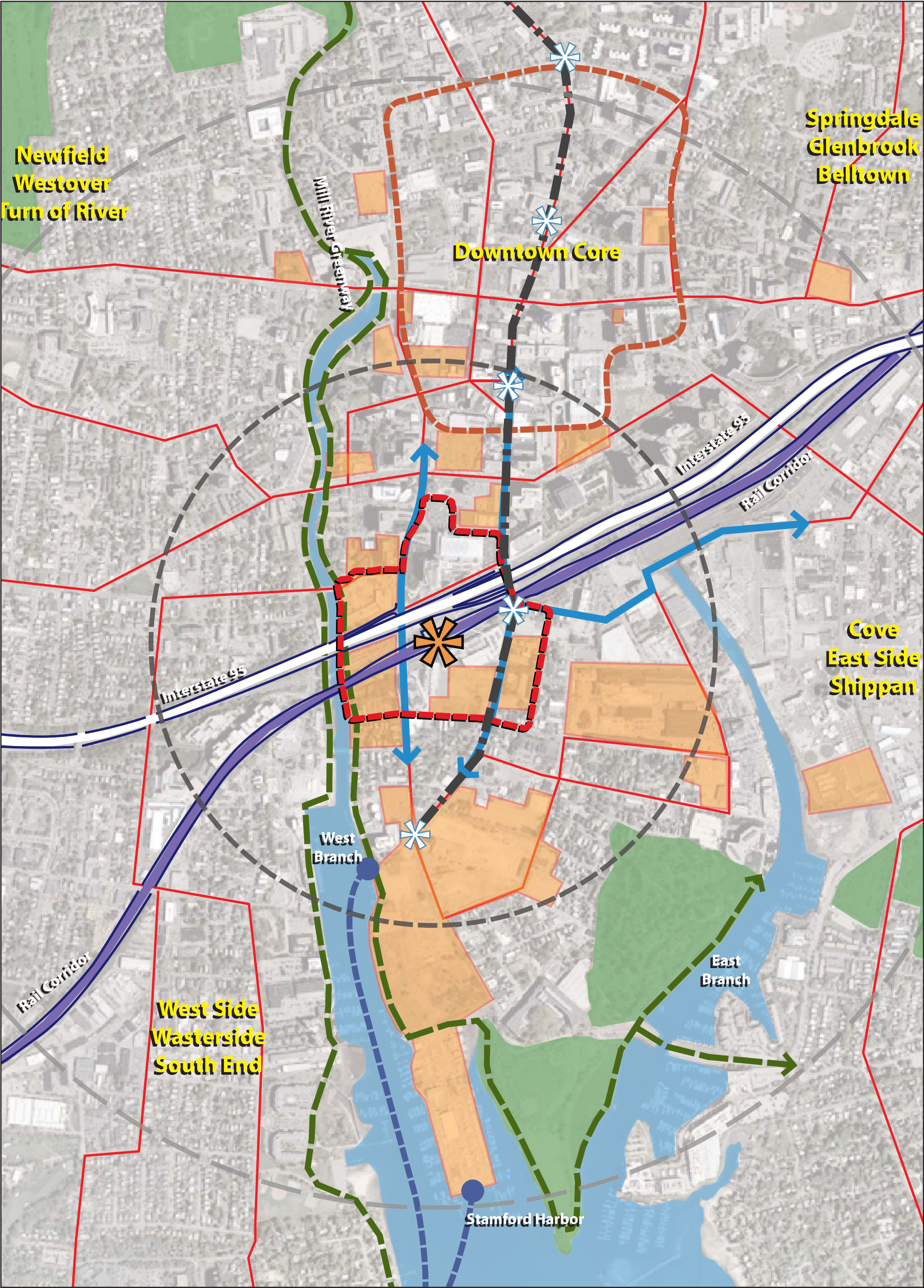
Jones Lang LaSalle is responsible for the management and leasing at Grand Central Terminal and Union Station. Its responsibilities include positioning, leasing, operating and promoting the station in a proper and efficient manner within the operating agreements with Metro-North and Amtrak, and interaction appropriately with federal, state, local, and rail security and police forces.

W&M Properties has an extensive presence of owned land, garages, and properties at the STC, and maintains, cleans, performs capital upgrades, and leases those properties. W&M would consider performing the same functions for DOT at the STC, on its related roadways, and for its parking structures and related pedestrian access ways.

Should DOT desire to implement private operation and management at the STC which has been successful in other major transportation facilities, the team would develop an overall Management and Operating Plan.

It would be the objective of such a plan to maximize the property's net operating income by maximizing revenues, maintaining the STC facilities in a first class manner, and balance operating expenses while. Jones Lang LaSalle's expertise in operating complex transportation facilities enables the Management Team to draw directly from professionals who have the experience in the day-to-day management of operating transportation facilities.





# SITE CONTEXT

## Stamford Transportation Center TOD

0' 200' 400'

June 26, 2009

**LEGEND**

- CT Transit Bus Route
- Green way
- Future Ferry Terminal & Route
- Major Corridors
- Future Development

- Future LRT Station & Route
- Project Boundary
- Stamford Transportation Center
- 10min. Walking Radius
- 20min. Walking Radius

State of Connecticut  
Department of Transportation  
Newington, CT

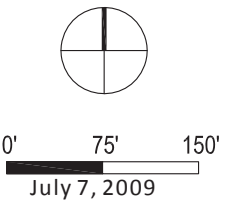
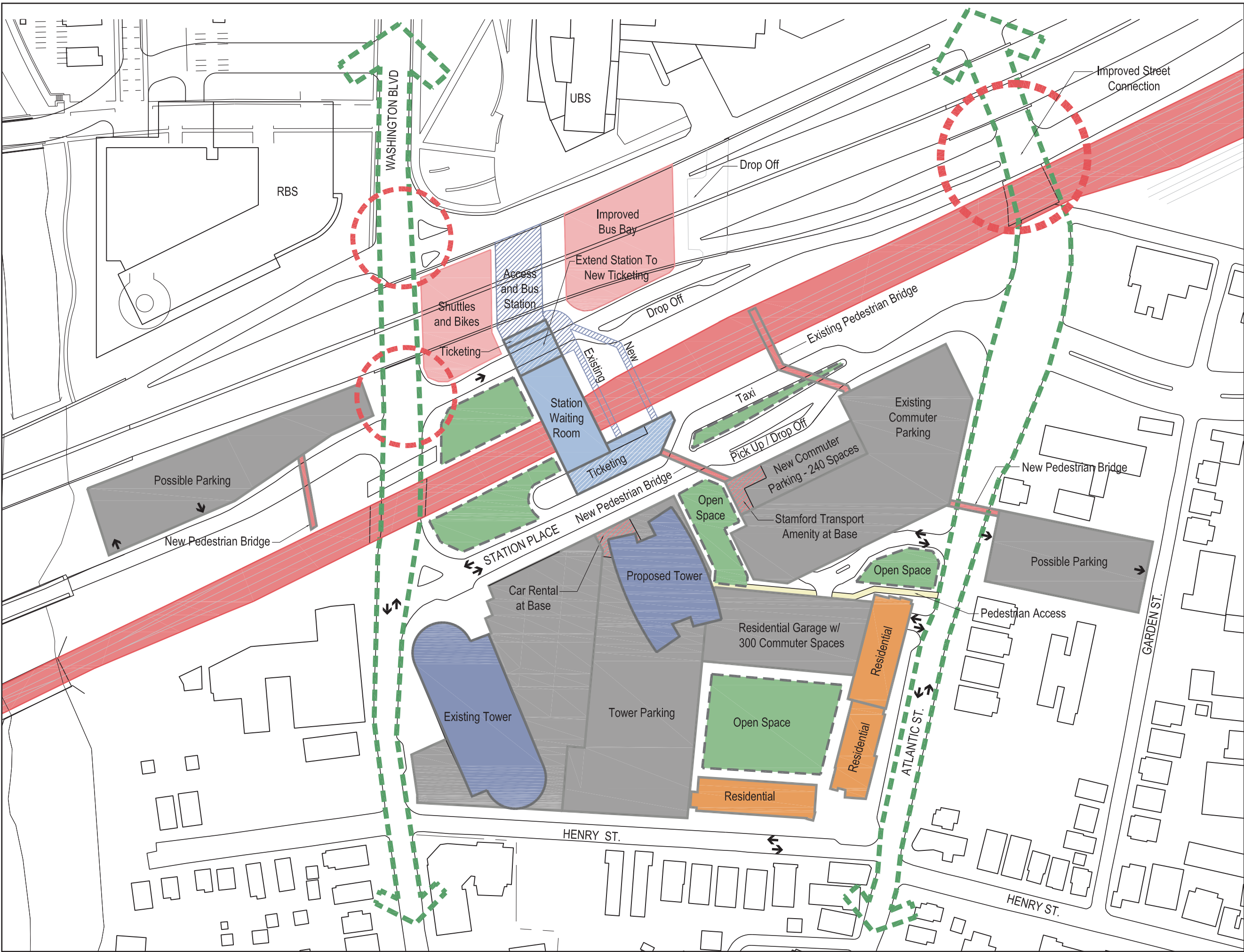
Perry Rose LLC  
Denver, CO

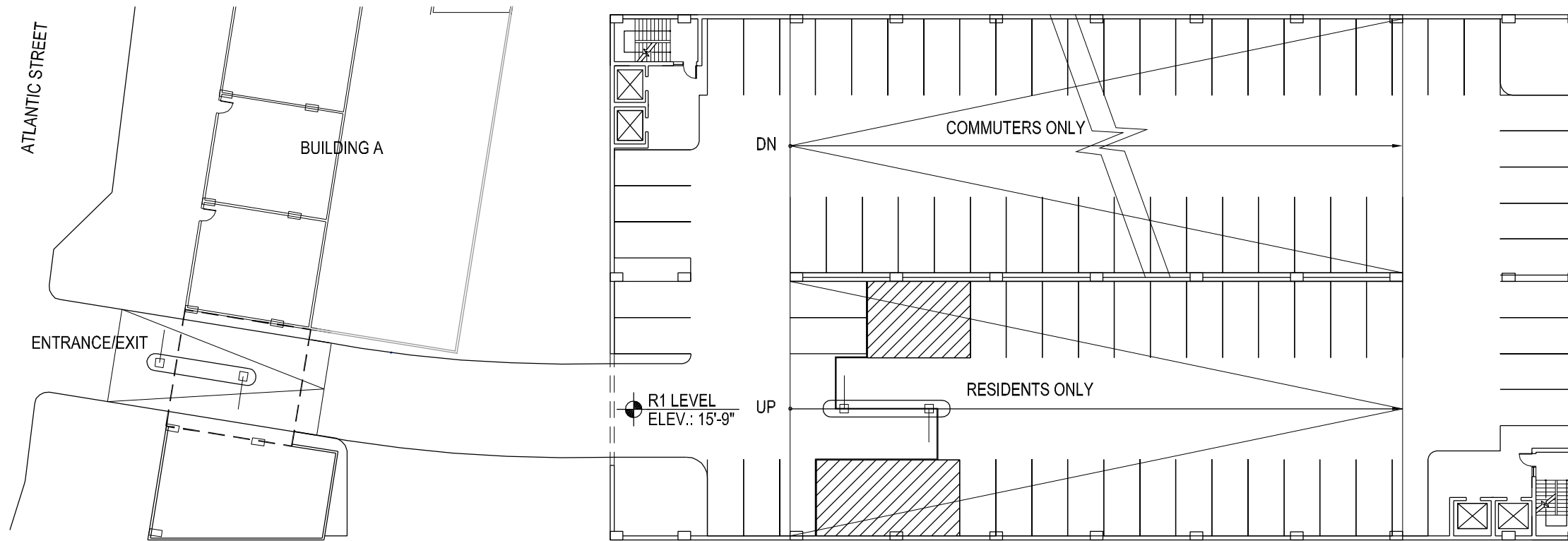
Calthorpe Associates  
Berkeley, CA



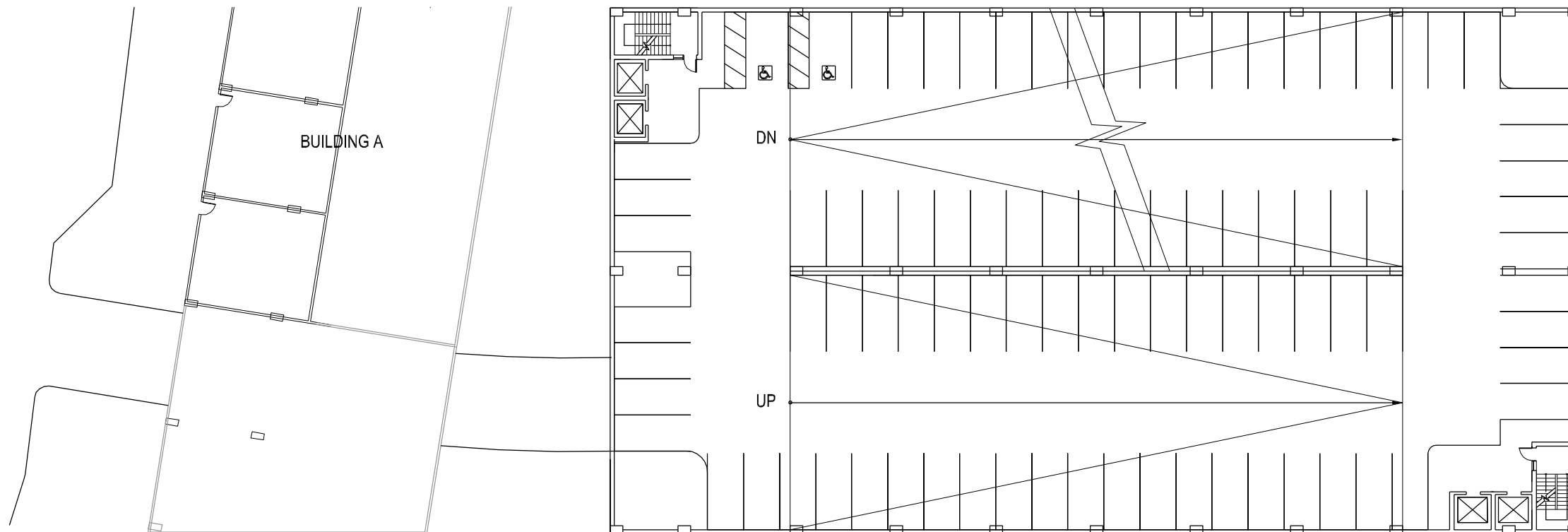
# STAMFORD TOD

## Transportation Center Improvements





GROUND FLOOR WITH ENTRANCE



TYPICAL FLOOR (90 SPACES TOTAL)

APPROX. 187,250 SQ.FT. TOTAL

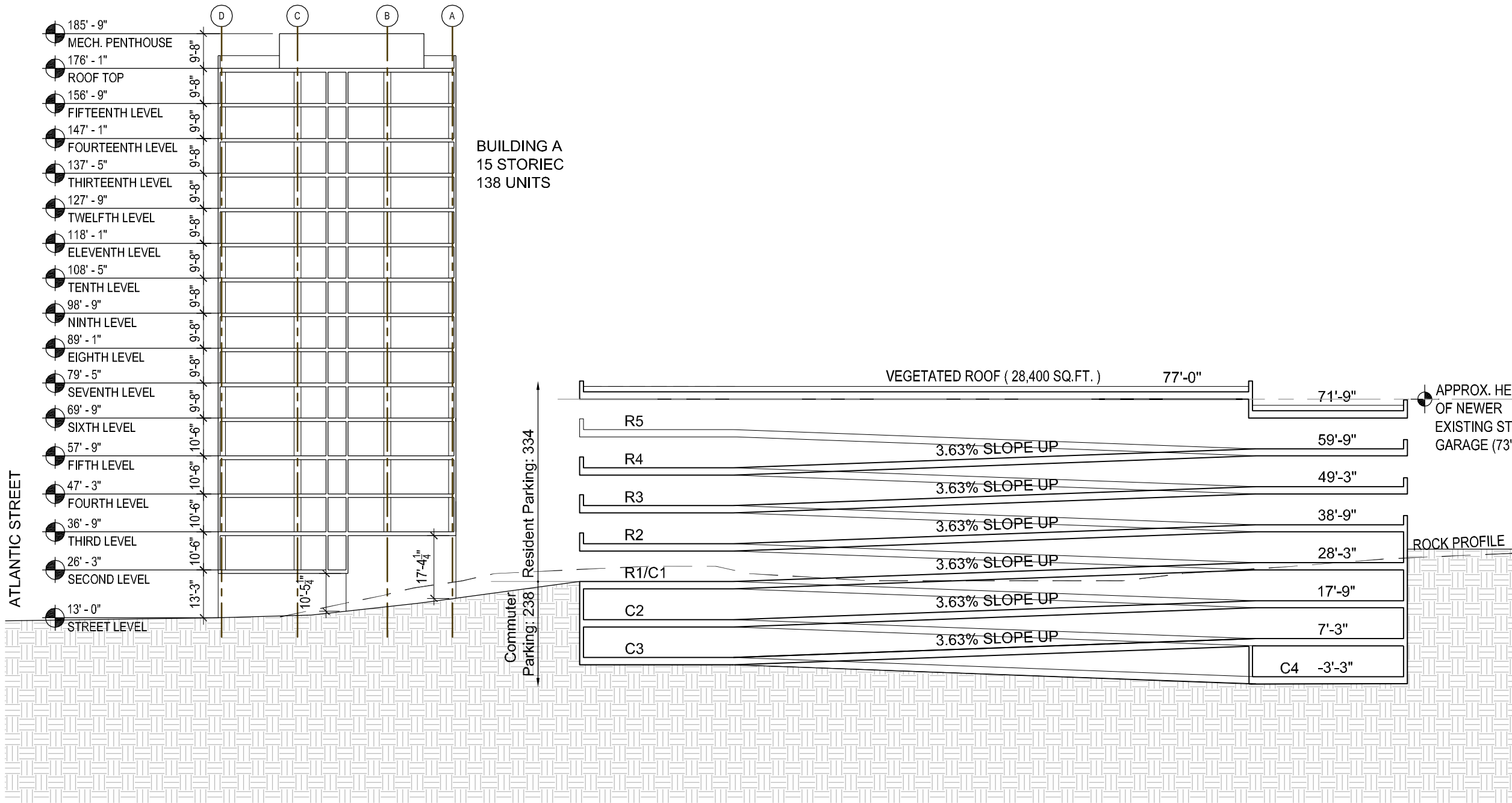
## GARAGE FLOOR PLANS - ALTERNATE 1

STAMFORD TRANSPORTATION CENTER TOD

METRO GREEN

Stamford, Connecticut  
July 7, 2009

Scale: 1/32" = 1'-0"

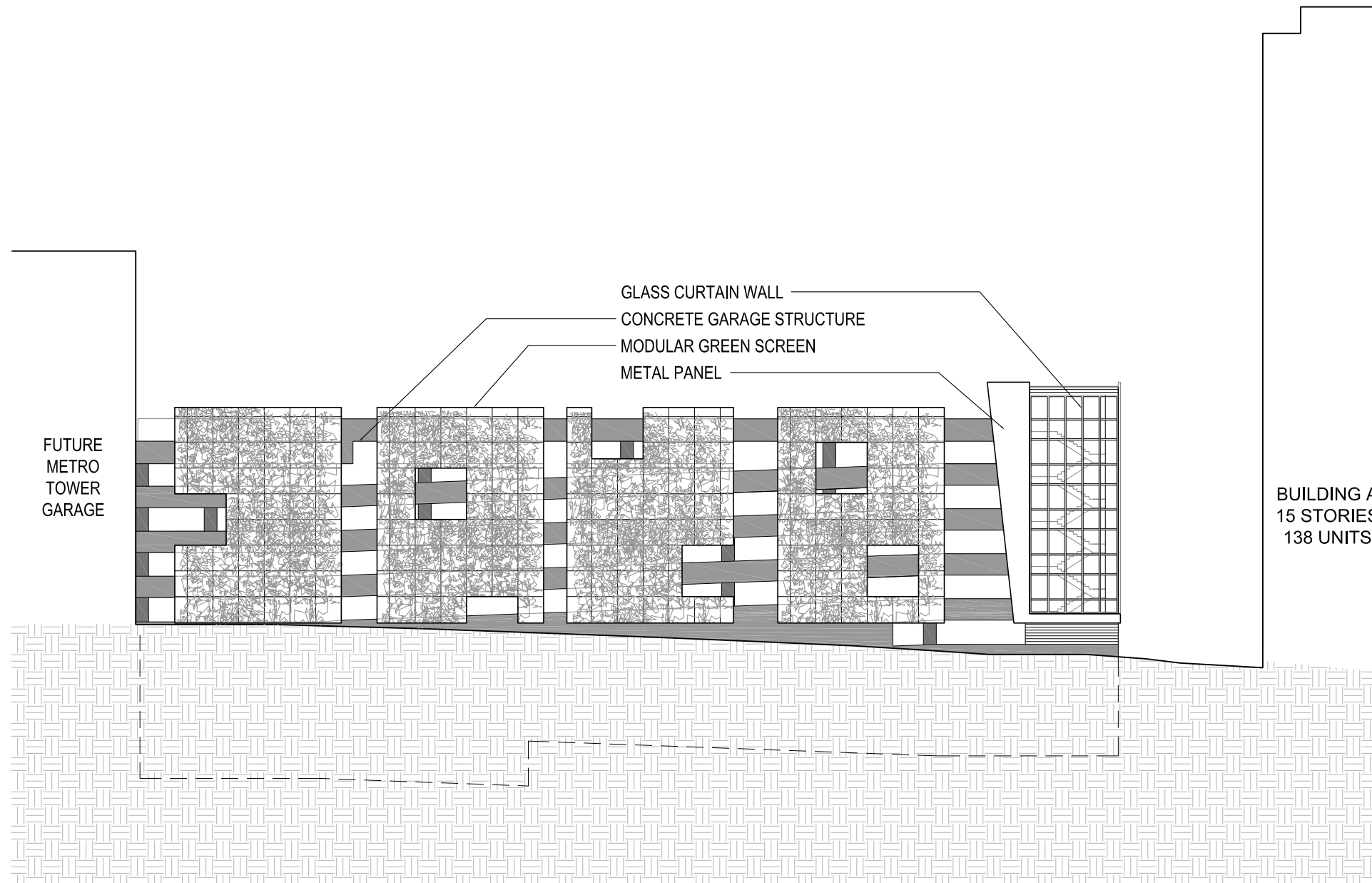


Parking Summary:		
Metro Green Parking Garage Residents		
Level:	Elevation:	Spaces:
R5	65'-0"	1
R4	54'-6"	90
R3	44'-0"	90
R2	33'-6"	82
R1	23'-0"	71
Total:		334

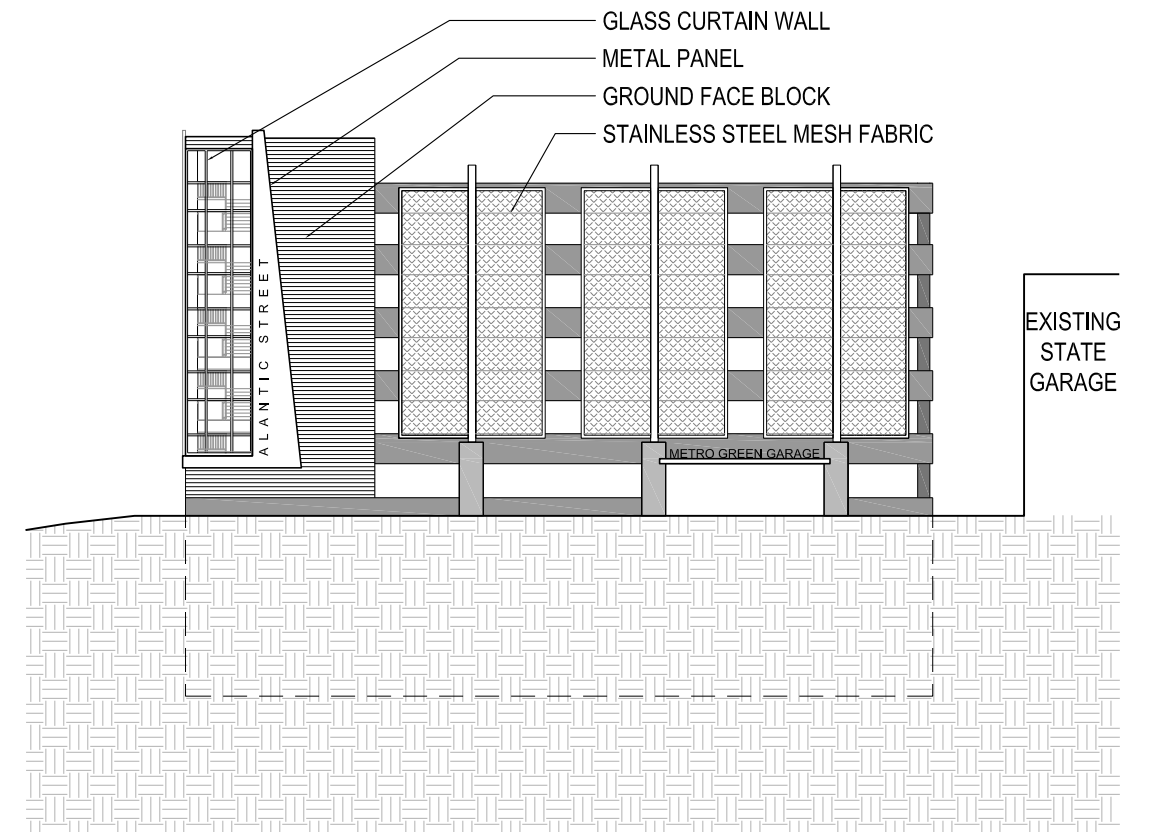
Parking Summary:		
Metro Green Parking Garage Commuters		
Level:	Elevation:	Spaces:
C1	23'-0"	12
C2	12'-6"	91
C3	2'-0"	91
C4	-3'-3"	44
Total:		238

APPROX. 187,250 SQ.FT. TOTAL

GARAGE SECTION - ALTERNATE 1



COURTYARD ELEVATION



ATLANTIC STREET ELEVATION

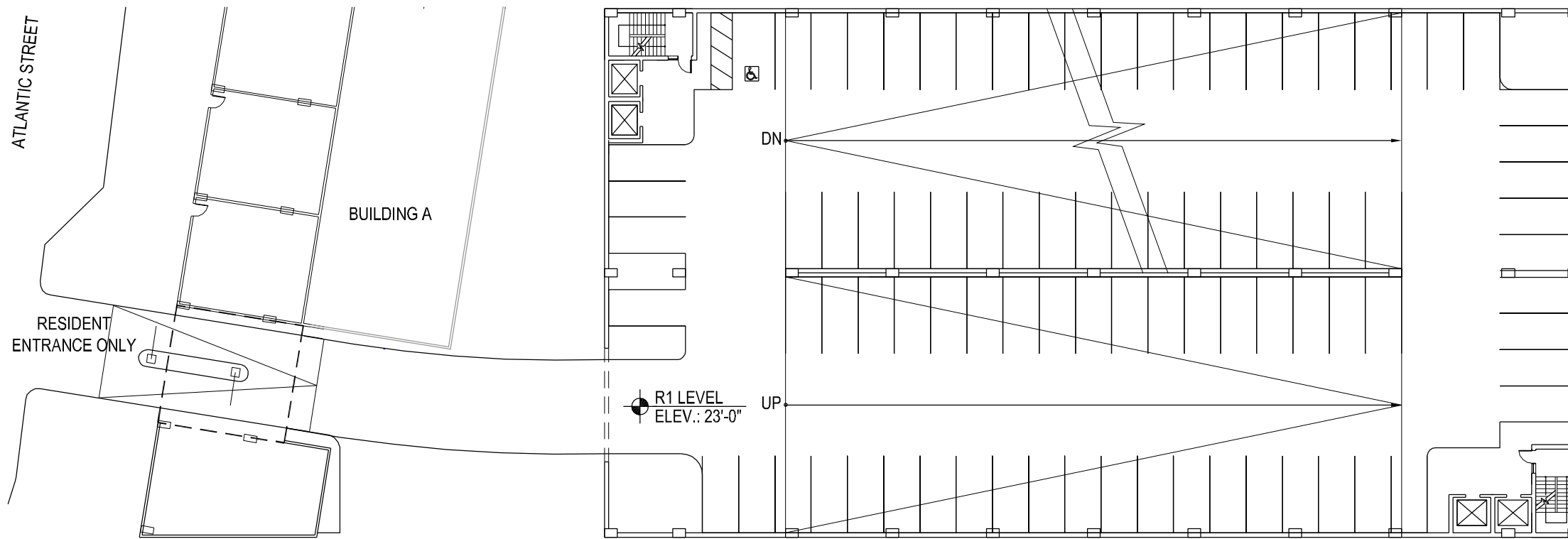
## GARAGE ELEVATION - ALTERNATE 1

STAMFORD TRANSPORTATION CENTER TOD

METRO GREEN

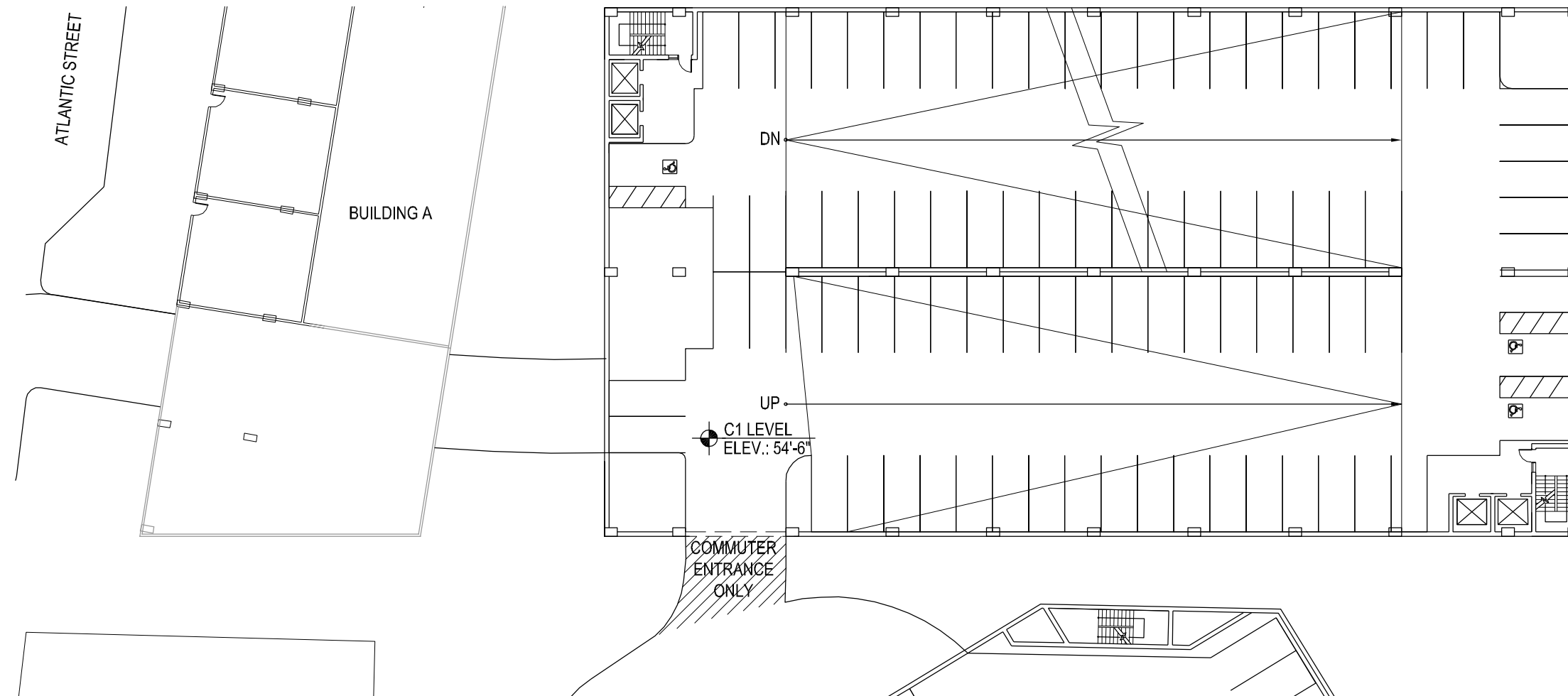
Stamford, Connecticut  
July 7, 2009

Scale: 1/32" = 1'-0"



GROUND FLOOR WITH RESIDENT ENTRANCE (88 SPACES TOTAL)

TYPICAL FLOOR (92 SPACES TOTAL)



SECOND LEVEL WITH COMMUTER ENTRANCE (89 SPACES TOTAL)

APPROX. 176,030 SQ.FT. TOTAL

## GARAGE FLOOR PLANS - ALTERNATE 1A

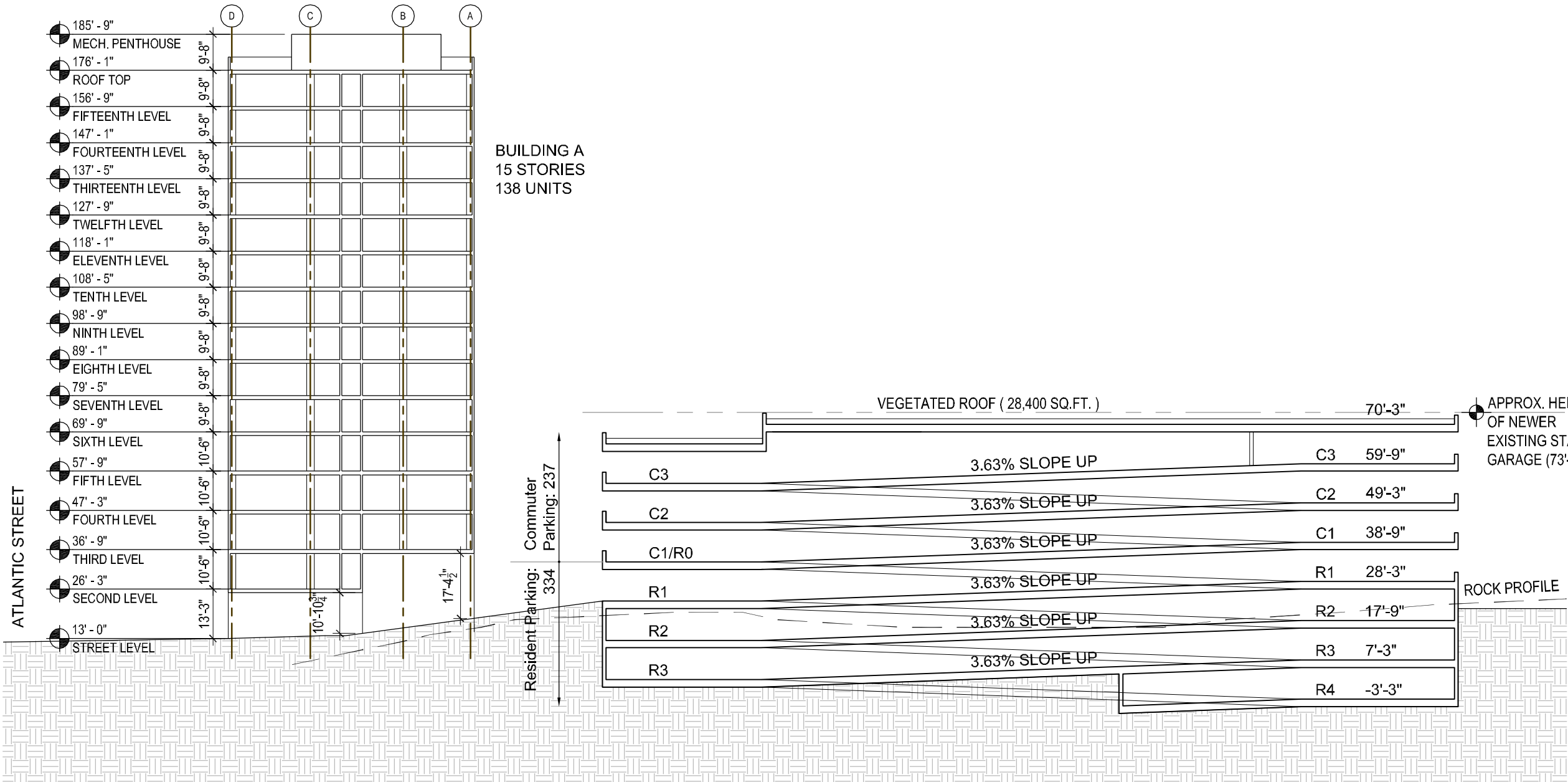
STAMFORD TRANSPORTATION CENTER TOD

METRO GREEN

Stamford, Connecticut  
July 7, 2009

Scale: 1/32" = 1'-0"



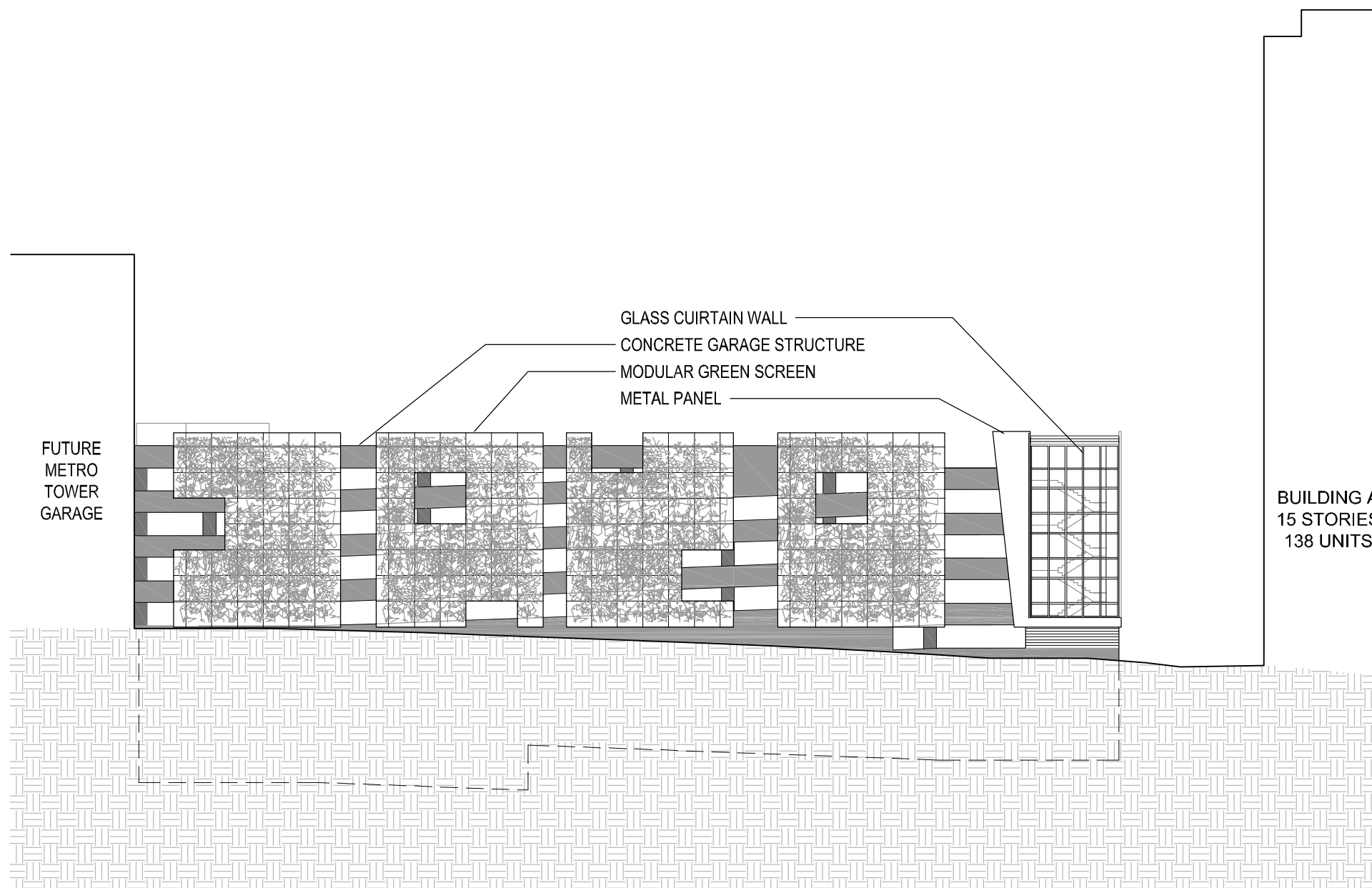


Parking Summary:		
Metro Green Parking Garage Residents		
Level:	Elevation:	Spaces:
R0	33'-6"	5
R1	23'-0"	88
R2	12'-6"	92
R3	2'-0"	92
R4	-3'-3"	57
Total:		334

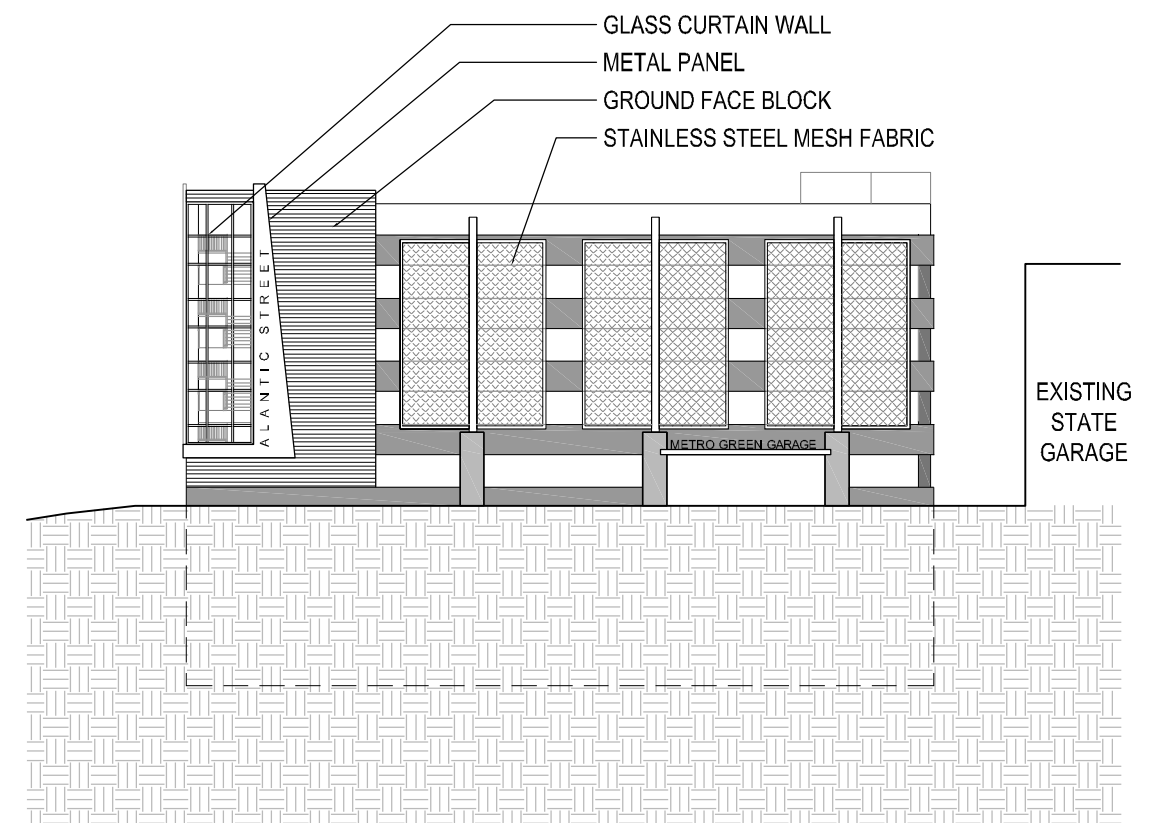
Parking Summary:		
Metro Green Parking Garage Commuters		
Level:	Elevation:	Spaces:
C1	33'-6"	85
C2	44'-0"	92
C3	54'-6"	60
Total:		237

APPROX. 176,030 SQ.FT. TOTAL





COURTYARD ELEVATION



ATLANTIC STREET ELEVATION

## GARAGE ELEVATION - ALTERNATE 1A

*STAMFORD TRANSPORTATION CENTER TOD*

*METRO GREEN*

*Stamford, Connecticut  
July 7, 2009*

*Scale: 1/32" = 1'-0"*

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## 5.0 ADDITIONAL TOD OPPORTUNITIES

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## 5.0 Additional TOD Opportunities

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We believe the STC TOD opportunity holds enormous potential, both in its own right and in terms of furthering the renaissance of the City of Stamford. We are also excited about the potential for the Stamford TOD site to serve as a demonstration project for transit oriented development throughout the Northeast. Finally, we feel that this opportunity in Stamford is occurring at a unique moment when there is significant momentum and public support of public-private partnerships and TOD that will garner support and transform the development process. The Stamford TOD site could serve as a model for best practices in environmentally responsible design for smart growth transit oriented development. With new initiatives between HUD, EPA and DOT at the federal level, we believe that this could become a demonstration to project through other national programs.

Our RFEI team has enjoyed the opportunity to explore the development potential of the TOD site in advance of the possible issuance of the RFP. We would gladly reply to any questions that may arise in review of our RFEI response and we look forward to further discussions.

## 6.0 RECOMMENDED STEPS FOR DOT TO DEFINE OTHER TOD OPPORTUNITIES

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## 6.0 Recommended Steps for DOT to Define other TOD Opportunities

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Many of the train stations along the Metro North line provide opportunities for DOT to re-conceive of the commuter and train station experience. Stamford is unique due to the high volume of passengers who pass through it each day, making the STC the second busiest station in the Tri-state Region, second only to Grand Central Terminal. A market research firm could be hired to conduct surveys that serve to gather commuter and local community feedback and to further understand both improvements and amenities that would be highly valued. DOT should consider specifically coordinating its planning and work with the City of Stamford's ongoing STC planning process underway being led by Beyer Blinder Belle and Stantec, as well as involve the major corporations within close proximity to the STC on whose vitality Stamford and Connecticut rely, including but not limited to Pitney-Bowes, RBS, and UBS. We would welcome the opportunity to explore these possibilities further.

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## 7.0 APPENDIX: TEAM EXPERIENCE AND QUALIFICATIONS

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## 7.0 Appendix: Team Experience and Qualifications

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The following appendix includes firm profiles, selected biographies and relevant project experience on behalf of the W&M Properties and Jonathan Rose Companies team.

# W&M Properties

## Firm Profile

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W& M Properties of Connecticut is the Master Developer of Metro Green. W& M Properties is the real estate operating company of Peter L. and Anthony E. Malkin. Peter and Anthony Malkin are the third and fourth generation of a family real estate business involved in the ownership and operation of office, residential, retail, and warehouse/distribution properties around the United States including the Empire State Building which the family acquired in 1961.

The Malkin family has been active in Stamford, Connecticut real estate for more than two decades. Other holdings include the W&M Properties operated Metro Green Center, a 280,000 square feet, multi-tenanted Class A office building at the Stamford Transportation Center and located immediately to the west of the Metro Green Site, and First Stamford Place, a neighboring 3 building 810,000 square feet office complex located along I-95 adjacent to the Stamford Transportation Center.

The Malkin family is long term owner/ operator with decades of experience in TOD. The Malkins have had an investment philosophy for decades on the importance of highly functioning mass transit, long before it became today's prominent concept in development and redevelopment

## Commitment

W&M Properties maintains integrity backed by the reputation and financial strength of its owners.

The Malkin family and their employees are committed to the highest standards of ethics and performance on behalf of syndicate groups and partnerships with financial institutions and private investors.

We are committed to relationships and creation of long-term investments with a focus on maximizing value. With significant Malkin equity in each activity in which it is involved, W&M Properties is led by the experience, common sense, and aversion to risk of its principals.

Four generations of accomplishment, and plans for generations to come, guide the Malkin family and W&M Properties in each effort.

## Turn-Key Approach

W&M Properties possesses a comprehensive set of skills applied through our owner's view to every relationship and task. The in-house capabilities of the company include:

- Financial Analysis
- Acquisitions
- Financing
- Marketing
- Management

# W&M Properties

## Firm Profile

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- Engineering and Construction
- Housekeeping
- Accounting and Reporting

There is an integrated team approach to every project which incorporates several disciplines within the company. By performing all aspects of property operation in-house, we have total quality control and maximum profit potential for each asset.

### Sustainability Initiatives

W&M Properties is committed to sustainable property operations and development.

Our business practices are environmentally responsible, save energy, and are an investment in the health and well-being of our tenants. These investments translate to more energy efficient and productive work spaces, providing cost savings for all over the long-term.

### Acquisition Strategy

W&M Properties grows through acquiring properties in which its principals lead equity investments in partnership with co-investors.

Our focus involves discipline and response to opportunity. Our experience and knowledge of many markets and property types combine to the advantage of our investment partners.

W&M Properties identifies trends which create long term profit opportunity and individual assets which can benefit from our active and total involvement. We acquire property in which our turn-key approach will enhance a properties performance.

The Malkin family real estate investment strategy is totally return driven. Decades of successful investing allow us to exercise great discretion in pursuing new opportunities.

We acquire properties to provide our investors secure, long-term, tax efficient current income, capital appreciation, and inflation protection. Our investors expect us to know when to buy, refinance and sell, and how to best preserve and grow their investment dollars.

## W&M Properties

### Biographies

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#### Anthony E. Malkin *President, W&M Properties*

Anthony E. Malkin received a B.A. degree cum laude in English from Harvard College in 1985.

That year, Mr. Malkin joined Chemical Venture Partners, L.P., a recently formed venture capital and leveraged buyout affiliate of Chemical Bank (now CCMP Capital).

In 1989, Mr. Malkin joined W&M Properties and Wien & Malkin LLC. He is now president of these firms and of W&H Properties. Altogether, these firms comprise the real estate acquisition, management, construction and marketing arm of the Malkin family, which has been active in real estate for four generations. Lawrence A. Wien founded Wien & Malkin in 1929 and in 1934 created the concept of real estate syndication. Mr. Wien and his son-in-law, current chairman Peter L. Malkin, founded W&M Properties in 1965.

The businesses are involved with office, residential, and retail real estate in 17 states and have full in-house capabilities, including: acquisitions, financing, equity raising, engineering, construction, marketing, management, accounting, and cleaning. Mr. Malkin has been a leader in existing building energy efficiency retrofits through coordinating the team of Clinton Climate Initiative, Johnson Controls, Jones Lang LaSalle, and Rocky Mountain Institute in a groundbreaking project at the Empire State Building. Mr. Malkin also leads the Malkin family office in alternative investments outside of real estate in the United States and internationally.

Mr. Malkin is a full member of the Urban Land Institute, member of the Board of Governors of the Real Estate Board of New York, member of the Real Estate Roundtable, board member of forestry management company Greenwood Resources, member of the advisory board of MissionPoint Capital Partners, board member of the Committee to Encourage Corporate Philanthropy, member of the Advisory Council of the Natural Resources Defense Council's Center for Market Innovation, and member of the Committee on University Resources of Harvard University. Mr. Malkin regularly guest lectures on real estate and family businesses at the McIntire School of Commerce at the University of Virginia.

## W&M Properties

### Biographies

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#### Jeffrey H. Newman *Executive Vice President, W&M Properties*

Jeffrey H. Newman, executive vice president of W&M Properties and its affiliates, directs the leasing, marketing, operations and financial management of W&M's suburban portfolio of Class-A, multi-tenanted office properties in Fairfield and Westchester Counties, now comprised of nearly two million square feet within seven different buildings.

Mr. Newman joined W&M properties in January of 1995. He has served for the last several years on the March of Dimes Fairfield County Real Estate Committee and Real Estate New York's Editorial Advisory Board, and serves on the Boards of Directors of the Stamford Chamber of Commerce and the Stamford Partnership. Mr. Newman is also a past president of the New York City/Westchester and Fairfield Counties Chapter of the National Association of Industrial and Office Properties (NAIOP), a past Executive Committee member of the Westchester Chapter of Building Owners and Managers Association (BOMA), and has served on the Executive Committee of the Fairfield/Westchester Chapter of Real Estate Finance Association (REFA). He is a member of CoreNet, ULI and SIOR, and has participated as a panelist or moderator at several real estate industry events, including programs and conferences sponsored by NAIOP, Real Estate Exchange, REFA, The Business Council of Westchester, RealShare, Westchester County Board of Realtors, Commercial Real Estate Division, and Westchester and Fairfield Chapters of BOMA.

Before joining W&M Properties, Mr. Newman served as general counsel for Albert D. Phelps, Inc. at Merritt 7 Corporate Park. Previously, he was a vice president and general counsel for Collins Development Corporation and, before that, an associate in the real estate department of the Manhattan office of the national law firm formerly known as Reavis & McGrath (now Fulbright & Jaworski).

A cum laude graduate of the University of Pennsylvania and the law school at George Washington University, Mr. Newman is a member of the New York State and Connecticut bars, and formerly served on the Executive Committee to the Real Estate Section of the Connecticut bar. He is a registered salesperson for Wien & Malkin Securities Corp., and has also successfully completed several courses towards a master's degree in Real Estate Development and Investment at New York University. Mr. Newman and his family reside in Fairfield, Connecticut.

# W&M Properties

## Biographies

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### Thomas P. Durels *Executive Vice President, W&M Properties*

Thomas P. Durels is Executive Vice President of W&M Properties. Mr. Durels joined W&M in 1990, and supervises development, acquisitions, asset management, construction, operations and engineering.

W&M's portfolio includes more than 10 million sq. ft. of commercial office, urban retail, and 2700 apartments.

Mr. Durels is a member of W&M's acquisition and investment committee, involved in all investment and acquisition decisions, and oversees the transitioning and redevelopment of new property acquisitions. During Mr. Durels' tenure, transactions structured by W&M have included over \$900 million of acquisitions, approximately \$1.9 billion in financings, \$115 million in structured equity investments and approximately \$1.4 billion in sales.

Mr. Durels is leading W&M's development of Metro Green, a transit-oriented mixed-use development located in Stamford, CT that includes a 350,000 square foot Class A multi-tenanted high performance office building designed to be LEED platinum certified, the first in the New York suburban marketplace, and 238 apartments.

Mr. Durels is also CEO of W & M Construction, a leading builder in the Fairfield and Westchester County marketplace with annual revenues in excess of \$60 million.

Mr. Durels graduated from Lehigh University with a Bachelor of Science degree in Mechanical Engineering in 1983. He is a past Treasurer of the Young Men's and Women's Real Estate Association, and is member of the Real Estate Board of New York and ULI, a NASD registered representative and licensed real estate broker in New York and Connecticut.

# Jonathan Rose Companies

## Firm Profile

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Jonathan Rose Companies is a mission-based, green real estate policy, planning, development, owner's representative and investment firm. We currently manage over \$1.5 billion of work, much of it in close collaboration with not-for-profits, towns and cities.

Our mission is to repair the fabric of cities, towns and communities while preserving the land around them. To do this, we plan and develop diverse, green, transit- accessible buildings and neighborhoods enriched with social, cultural and educational networks. The result of our work is a model that is equitable and supports the cultural, educational, and economic health of the regions in which we live and work.

A leading green urban solutions provider, we understand buildings, neighborhoods, cities, regions and the nation, and the infrastructure systems that serve them as complex, adaptive and interdependent systems. We believe that our integrated, multi-disciplinary approach to policy and practice are the keys to achieving transformative change.

Founded in 1989 by Jonathan F.P. Rose, our firm is recognized for its ability to achieve visionary goals through practical strategies financing and building technologies. Although we provide consulting services all over the world, we have focused our development work in the New York metropolitan area, New England, and the Southwest and Rocky Mountain regions of the United States.

# Jonathan Rose Companies

## Biographies

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### Jonathan F.P. Rose *President*

Jonathan F.P. Rose's business, public policy and not-for-profit work all focus on creating a more environmentally, socially and economically responsible world. In 1989, Mr. Rose founded Jonathan Rose Companies LLC, a multi-disciplinary real estate development, planning, consulting and investment firm, as a leading green urban solutions provider. The firm currently manages over \$1.5 billion of work, much of it in close collaboration with not-for-profits, towns and cities.

The company's mission is to repair the fabric of communities. The firm draws on its human capital, financial depth and real estate expertise to create highly integrated solutions to real estate challenges.

A thought leader in the Smart Growth, national infrastructure, green building, and affordable housing movements, Mr. Rose is a frequent speaker and writer. His work has received widespread media attention from CNN to *The New York Times* and was recently profiled in *e<sup>2</sup>*, a PBS series on sustainable development. His many published works include the chapter, "Green Urbanism: Developing Restorative Urban Biophilia" featured in *Biophilic Design*, a book recently honored with a 2008 American Publishers Award for Professional and Scholarly Excellence.

The firm's innovative development, planning, investment, new construction, conversion and historic preservation work has won awards from a wide range of notable organizations including: the National Trust for Historic Preservation, the Natural Resources Defense Council, Global Green USA, the Urban Land Institute, the American Planning Association and the American Institute of Architects.

Mr. Rose is the chair of the Metropolitan Transit Authority's Blue Ribbon Sustainability Commission, which developed the nation's first green transit plan. He is a Trustee of several organizations including: the Urban Land Institute (where he co-chairs its Climate and Energy Committee); the Natural Resources Defense Council; and Enterprise Community Partners (with whose Green Communities program he is deeply engaged). He also serves on the leadership councils of the Yale University School of Forestry and Environmental Studies and the Yale School of Architecture, and chairs the Trust for Public Land's National Real Estate Council.

Mr. Rose also serves on the Board of the Brooklyn Academy of Music (BAM) and the American Museum of Natural History, and is a co-founder of the Garrison Institute with his wife, Diana Rose.

Mr. Rose graduated from Yale University in 1974 with a B.A. in Psychology, and received a Masters in Regional Planning from the University of Pennsylvania in 1980.



## Jonathan Rose Companies

### Biographies

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Dara Kovel  
LEED® AP  
*Director, Connecticut*

As Director of Jonathan Rose Companies' Connecticut office, Ms. Kovel oversees all facets of the firm's real estate development and advisory work in the state. She joined the firm in 2005 to establish the office and lead its efforts in close collaboration with Jonathan Rose's New York headquarters.

A LEED Accredited Professional, Ms. Kovel has more than 15 years of experience in mixed use and mixed income planning, development, financing and construction totaling over \$500 million.

Dara Kovel's leadership on projects includes participation in all aspects of the development process including: feasibility and acquisition, multi-layered mixed financing, land use approvals, community planning and outreach, oversight of all design and technical professionals, cost estimating and budgeting, construction and transition to management and operations.

Her current projects include the development of Metro Green, a new 240-unit mixed-income and mixed-use development in Stamford adjacent to a train station. Metro Green Apartments, 50 units of green affordable housing, is a model for smart growth in Connecticut and beyond. Ms. Kovel is also overseeing the redevelopment of Meridian Heights, a 124-unit public housing project. Her on-going work entails acquisitions, planning, and business development in the region.

Prior to joining Jonathan Rose Companies, Ms Kovel served as the Southern California Regional Director and vice President of Mercy Housing California, a non-profit regional affordable housing development corporation. A frequent speaker, Ms. Kovel regularly participates in conferences on development and affordable housing trends in the area. Most recently, Ms. Kovel was a featured speaker at the Affordable Housing Summit hosted by the South Western Regional Planning Agency as well as at the GreenBuild 2008 Conference in Stamford, Connecticut.

Ms. Kovel received her Bachelor of Arts and Masters in Business Administration from Yale University.

## Jonathan Rose Companies

### Biographies

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**Caroline Vary**  
**LEED® AP**  
*Senior Project Manager, Connecticut*

Caroline Vary brings 14 years of experience in design, construction, development, asset management, leasing and financing to her role as a Senior Project Manager. Ms. Vary joined the Rose Companies in 2007 to lead development projects in the Connecticut regional office. Ms. Vary oversees all aspects of real estate development and construction, including: pre-development planning, due diligence activities, contract negotiations, oversight of consultants and contractors, coordination with partners as well as city and state government offices, reporting to lenders, community relations, coordination of marketing and leasing efforts and oversight of property management.

She is currently working on the Stamford Metro Green Apartments Development. Stamford Metro Green Apartments is part of a large redevelopment effort of a 5-acre site immediately adjacent to the Stamford train station. The 50-unit residential development is Connecticut's foremost transit-oriented affordable housing community. Scheduled for completion by September 2009, Metro Green Apartments is designed to achieve Gold Certification for both the LEED Neighborhood Development Pilot Program and for LEED New Construction.

A LEED Accredited Professional, Ms. Vary is also overseeing the redevelopment efforts of 45-55 Church Street in New Haven, the Rose Smart Growth's Fund first acquisition in the State of Connecticut. She also assisted in the re-positioning, greening, marketing and leasing efforts for The Vance Building, the Fund's property located in Seattle, Washington.

In addition to her work in the State of Connecticut, Ms. Vary has completed all phases of project development and implementation on projects in New York City, Chicago, Atlanta and Seattle. Her experience covers residential, commercial, and retail, as well as both new construction and renovation. Prior to joining Jonathan Rose Companies, Ms. Vary served as Vice-President and Director of Design and Construction for Taconic Investment Partners, LLC, in New York City. At that time, Taconic Investment Partners was developing some of the most technically advanced buildings in New York, Chicago and Atlanta. Prior to her position at Taconic Investment Partners, Ms. Vary served as Project Manager and Estimator for FJ. Sciamme Construction Co. Inc., managing high-profile, highly detailed construction projects in New York City.

Ms. Vary attended the Rhode Island School of Design, where she received a Bachelor of Arts in Fine Arts and a Bachelor of Arts in Architecture, with a focus on urban planning and renewal, as well as housing design. Ms. Vary is a member of Urban Land Institute (ULI) and remains active in multiple trade related organizations in both New York and Connecticut.



# Metro Green Apartments

## Stamford, Connecticut

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**Firm Role**  
Developer

**Project Profile**  
Development of 50 rental green affordable housing units on a mixed-use, transit oriented development (TOD) site

**Project Team**  
Architect: Perkins Eastman  
Architects PC

**Total Project Size / Budget**  
55,565 square feet / \$20 million

**Completion**  
2009

**Financing Sources**  
Connecticut Housing Finance Authority  
Connecticut Department of Economic and Community Development  
City of Stamford  
JP Morgan Chase  
GE Capital

The 50-unit Metro Green Apartments, Connecticut's foremost transit oriented affordable housing community, is a cornerstone of Stamford's plan to advance climate prosperity as a green model for the state and for the region.

Developed in a smart growth location, Metro Green Apartments is located one block from the Metro North Stamford Railroad Station on Henry Street between Atlantic Street and Washington Boulevard. Metro Green Apartments is the first phase of Metro Green Residential, a candidate for LEED Neighborhood Development Gold certification that includes 238 mixed-income residences on a mixed-use, transit oriented site.

Metro Green Apartments integrates environmentally responsible features that enhance the urban environment, promote better health for residents, and create energy efficiencies that will result in cost savings. Designed by Perkins Eastman Architects to exceed the Enterprise Green Communities Guidelines, the new 52,565 square foot building will also seek LEED New Construction Gold certification.

Public amenities of the project include a new public plaza featuring a rain-garden streetscape with custom street light fixtures, new sidewalks and curb side planting. Other environmentally responsible features of Metro Green Apartments include a rainwater harvesting system, high-performance building envelope, energy-efficient mechanical systems, as well as green building materials with recycled locally sourced and low-VOC components.

In addition to the Jonathan Rose Companies and W&M Properties Metro Green Residential joint venture, Metro Green will feature a 350,000 square foot, 17-story, "best in class" LEED Platinum candidate office tower and numerous public improvements.



## Burnham Building

Irvington, New York

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**Firm Role**  
Developer

**Project Profile**  
Conversion of an historic factory building into 22 rental units of affordable housing and a 10,200 square foot public library

**Project Team**  
Steven Tilly Architects

**Total Project Size / Budget**  
22,000 square feet / \$6.6 million

**Completion**  
1999

**Financing Sources**  
NYS DHCR

**Selected Awards**  
Turner Prize for Innovation and Leadership in Affordable Housing, Finalist, 2007  
Northeast Sustainable Energy Association, Northeast Green Building Award, 2001  
The Preservation League of New York State Annual Preservation Award, 2000  
New York State Conference of Mayors and Municipal Officials/ Empire State Report Local Government Achievement Awards, 2000

Jonathan Rose Companies' redeveloped the Burnham Building, the former Lord and Burnham factory building built in 1881, into 22 affordable housing units and a 10,200 square foot public library. The milestone project is a model for green development and public/private collaboration among a village, its residents, public agencies, a for-profit developer, and a not-for-profit organization. A transit oriented development, the building is located on the corner of Main Street in Irvington, New York, directly across from the Metro North Railroad Station.

The Village of Irvington was keenly aware of its need for affordable housing and a larger, modern library facility to serve its residents. After a comprehensive public participation process, the Village Board chose to form a partnership with Jonathan Rose Companies as developer, the supporters of the Village Library as funders of library improvements, and the not-for-profit Greyston Foundation as the owner/manager of the affordable housing. The building's ground floor was redeveloped as the Village Library, including an ample public meeting room and computers with internet access. The upper floors were converted into rental housing for residents earning between 30% and 60% of the area median income (AMI).

Jonathan Rose Companies managed all aspects of design, construction, and financing for the project. Green features of the project include a solar-powered, glass-enclosed community room on the roof, recycled cellulose insulation, triple-glazed windows (also used to mitigate train noise), high-efficiency mechanical equipment, low-VOC paints and hardwood flooring. The Burnham building was added to the National Register of Historic Places in 1999 at the time of its completion.





# Denver Dry Goods Building

## Denver, Colorado

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### Firm Role

Developer  
Co-Developer for condominiums  
with The Denver Urban Renewal  
Authority

### Project Profile

Conversion and restoration of  
an historic building for green  
mixed-use, including affordable  
and market-rate condos, office and  
retail space

### Project Team

Architect: Urban Design Group  
Retail Architect: Klipp

### Total Project Size / Budget

350,000 square feet / \$48 million

### Completion

Three phases, 1993 - 1999

### Selected Awards

American Institute of Architects/  
Committee on the Environment,  
Top Ten Green Buildings, 1999  
National Trust for Historic Pres-  
ervations National Preservation  
Award, 1995  
Ahwahnee Community Livability  
Award, 1997  
Urban Land Institute Award for  
Excellence, Finalist, 1995, 1996

The 100-year old Denver Dry Goods Building in downtown Denver closed in 1987 as department stores across the country consolidated and focused on growth in the suburbs. Jonathan Rose Companies created a leasing, financing and organization plan that utilized twenty-three sources of financing to convert this historic building into a mixed-use site that includes: affordable and market-rate rental housing, market-rate condos, offices and three large retail stores occupying the basement, ground and second floors of the building.

This successful redevelopment project completed by Jonathan Rose Companies and its partner, The Denver Urban Renewal Authority, inspired more than twenty other mixed-use/historic renovation projects in downtown Denver.

Green features of the building include its pedestrian and transit oriented locality, insulated glass and façade to improve thermal performance, and large windows that provide day lighting. Residential cooling is supplied by energy efficient evaporative coolers while a digital building management system monitors the rehabilitated and new central chillers that control the commercial space temperatures. The building also features early applications of variable speed motors and other energy saving devices recommended by the Rocky Mountain Institute's Green Building Program.

The ground floor and basement retail spaces are now being re-tenanted. Tenants such as Aveda are supporting the green mission of the building through the successful integration of green core and shell specifications with green tenant improvements.



# Highlands' Garden Village

## Denver, Colorado

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### Firm Role

Developer / Planner

### Project Profile

Mixed use, transit oriented development (TOD) village that demonstrates effective use of green building techniques

### Project Team

Urban Planner: Calthorpe

Associates, Civitas

Contractor: Palace Construction

Civil Engineer: Martin / Martin

Architects:

Residential: Wolff Lyon, OZ

Architecture, Harry Teague

Architects, Co-Housing Company

Commercial: klipp Architecture

Landscape: Lee Weintraub & The

Denver Botanic Gardens

### Total Project Size / Budget

306 Housing Units / \$105 million

### Completion

Residential: 2002

Commercial: 2007

### Selected Awards

Urban Land Institute Award for

Excellence: The Americas, 2007

US Environmental Protection Agency:

Smart Growth Achievement

Award, 2005

Clean Air Excellence Award, 2003

Highlands' Garden Village (HGV) is a mixed-use, transit oriented development on the site of a former amusement park, in one of Denver's most desirable areas. The community's extraordinary range of housing types and price points demonstrate that smaller, infill sites can accommodate diversity, and also enhance economic and social viability. HGV's network of gardens, pocket parks and pathways, coupled with community programming in the public spaces, connect the diverse community physically and socially.

The village's edge conditions and street grid are designed to integrate with the surrounding neighborhood, thus further expanding the community. The fourth edge combines office and retail on a commercial street, allowing residents to live, work and shop within a few minutes walk of each other. This mixture of uses has brought the first national retail tenants to the immediate commercial corridor.

HGV is an early example of the extensive use of green building techniques. The single family homes exceed the Colorado's Built Green and EnergyStar programs requirements. All of the buildings incorporate recycled materials, LOW-VOC products, energy efficient windows and more. The neighborhood's roadbeds are constructed from concrete recycled directly on site from the demolition of the amusement park. The landscaping consists of water-conserving native plants and special efforts were made to keep many of the site's existing trees. The historic carousel building was converted to an outdoor pavilion that features a contemplative labyrinth. The historic Elitch theatre, located at the center of the community, is being renovated by a non-profit organization as a community resource and a center for performing arts. All of the community buildings are powered with alternative energy sources.

The Sunflower Market retail building at HGV Green Commons was recently designated as the first LEED core and shell Gold Supermarket in the United States.





# Silver Gardens Apartments - Phase I

## Albuquerque, New Mexico

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### Firm Role

Co-Developer, Co-Owner with the Supportive Housing Coalition of New Mexico

### Project Profile

New construction of 4-story, mixed income, green affordable housing rental development

### Project Team

Architect: Claudio Vigil Architects of Albuquerque and Oz Architecture of Denver

Urban Planner: Calthorpe Associates

Contractor: Gerald Martin

Owner: Silver Gardens I, LLC

### Total Project Size / Budget

77,212 square feet / \$12.5 million

### Completion

March 2010

### Financing Sources

Low Income Housing Tax Credit Equity

City of Albuquerque Workforce Housing Trust Fund

Home Depot Foundation

Enterprise Communities Grant

FHA-Insured Loans

Los Alamos National Bank

Silver Gardens is a mixed-income affordable housing rental development that will provide new, much needed low-cost housing options to residents of downtown Albuquerque. The Silver Gardens development will be built in two phases. It is a key ingredient of the master plan created by Jonathan Rose Companies' affiliate, Romero Rose, for the redevelopment of two and one-half vacant city blocks across from Albuquerque's newly renovated Alvarado Transportation Center. Silver Gardens will complement two other components of Romero Rose's development plan for downtown Albuquerque: Elements, a for-sale townhome cluster, and Green Commons, a live/work community.

Silver Gardens will serve the widest tenant income mix possible, ranging from market-rate to very-low-income and previously homeless tenants. Romero Rose has joined forces with a non-profit social services provider, the Supportive Housing Coalition of New Mexico, Inc., as co-developer and co-owner of the project. Our partnership supports local non-profit capacity and ensures that the right services will be provided to those tenants needing various forms of training, assistance and support.

Silver Gardens' design features a four-story U-shaped building that wraps around a 15,011 square foot courtyard offering native drought-tolerant landscaping and a contemplative element designed by a Native American artist.

Green features of Silver Gardens include rooftop rainwater collection for irrigating the landscaping, and a roof-mounted wind turbine to supplement the building's environmentally responsible energy efficiency program. Silver Gardens is designed to achieve a LEED Gold certification and comply with Enterprise Green Communities criteria. Silver Gardens is the first affordable housing project in the United States to conduct a carbon offset transaction, earning income for over 300 tons of averted Co2 emissions from the Enterprise Green Communities offset fund.



# Elements Townhomes

## Albuquerque, New Mexico

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### Firm Role

Co-Developer / Co-Owner with  
Alvarado SG LLC

### Project Profile

New construction townhome units  
with gardens and micro-retail  
potential

### Project Team

Architect: Treveston Elliott Architects  
Urban Planner: Calthorpe Associates  
Co-Owner: Alvarado SG LLC

### Total Development Size / Budget

85,094 square feet / \$21.3 million

### Completion

Phase 1: 2009

Elements, a for-sale green townhome development, will provide residential stability for Albuquerque's emerging downtown. The development will bring to the neighborhood a permanent homeowner community and regular pedestrian traffic as well as an on-site café, serving as a model for both entry-level and upscale green living in Albuquerque's rejuvenated downtown. Elements is a key ingredient of the master plan created by Romero Rose, Jonathan Rose Companies' southwest affiliate, for the redevelopment of two and one-half vacant city blocks across from Albuquerque's newly renovated Alvarado Transportation Center.

In partnership with SG Properties, an experienced developer of infill projects in Albuquerque, Jonathan Rose Companies conceived of Elements as a complement to two of our other developments in the area: Silver Gardens, a mixed-income affordable housing rental project; and Green Commons, a green live/work project.

Elements will consist of 72 owner-occupied, multi-story town homes, each of which will be environmentally responsible, energy efficient single family homes, earning Gold level certification from Build Green New Mexico.

Elements will be built in phases, to allow the development/ownership team to respond with agility to market demand. Features include rooftop decks with views of the Sandia Mountains, solar photo-voltaic capability, and individual garages.



# Jones Lang LaSalle

## Firm Profile

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### Jones Lang LaSalle

Jones Lang LaSalle has more than 170 offices worldwide, operations in more than 700 cities in 60 countries, and approximately 33,000 employees. With 2008 revenue of over \$2.7 billion, the company provides comprehensive integrated real estate and investment management expertise on a local, regional and global level.

We were the only real estate services and money management firm named to Forbes' Platinum 400 list in 2006 and 2007, to FORTUNE's 100 Best Companies To Work For list in 2007, to the Sunday Times (UK) list of the 100 "Best Companies to Work For", to CRO (Corporate Responsibility Officer) magazine's 100 Best Corporate Citizens list in 2007, and named by the US Environmental Protection Agency as a 2007 Energy Star Partner of the Year.

Project and Development Services provides a variety of project management services—including conversion management, move management and strategic occupancy planning services—to tenants of leased space, owners in self-occupied buildings and owners of real estate investments. Whether the project is located in one market or multiple, Project and Development Services will manage and advise the capital improvement, relocation, and interior build-out initiatives for clients of our Property Management Services, Integrated Facilities Management and Tenant Representation Services units. Project and Development Services also manages all aspects of development and construction management including advisory, due diligence, renovations, built-to-suits, of commercial projects for our clients.

- With 2,100 project managers worldwide, we have the global reach to accomplish projects with you in any location
- Project management is a distinct, globally integrated strength of our firm—not an “add on” or ad hoc service, nor provided only in specific locations
- Our worldwide experience covers more than 20,000 projects annually under management, with a value exceeding \$10 billion
- Our project management professionals work in tandem with our facility management, operations and transaction management professionals to help clients define and realize their occupancy goals

### Transit Oriented Development Services

We have a successful track record of serving institutional and public sector clients with diverse real estate needs. Examples of past projects include: New Haven Union Station, Grand Central Terminal, the West Side Rail Yards, Fulton Street Transit Center, Denver Union Station and our work as advisor to the Port Authority for on-call real estate services regarding the redevelopment of the World Trade Center site. In addition, Jones Lang LaSalle was the developer for the revitalization of Union Station in Washington, DC and Grand Central Terminal in New York and are now providing property management services for these iconic projects.

# Jones Lang LaSalle

## Firm Profile

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### Development Management Services

The development process is often complex and involves a multitude of consultants, vendors and contractors. Increasingly it is subject to the accelerated pace of changes in business. The risks involved can be significant in terms of cost, time, liability and lost business opportunity. Expert management that provides important initial feasibility information, and manages the design and construction process to the interests of the owner or tenant is paramount to a successful project. The end result is a project that is consistent with the overall project goals and the business plan of the client. Our full scope of development management services include:

- Feasibility analysis
- Economic analysis
- Program analysis
- Site analysis
- Team selection
  - Architects
  - Engineers
- Entitlements and zoning approvals
- Schedule
- Budget
- Developer qualifications (if required)
- RFP / developer selection process
- Owners representation through construction

### Sustainability & Energy Services

Jones Lang LaSalle offers environmental sustainability services to assist clients realize their objectives in this area. Our key capabilities include:

- LEED® certified building development
- LEED® consulting:- new buildings- core and shell
- Environmental design reviews
- Life cycle cost analysis

Our in-house team of environmental experts provides our clients access to the industry's best practices in sustainability and green design concepts and expertise in administering environmental data, resulting in reduced risk and improved corporate standing for our clients. We are committed to implementing environmentally-friendly engineering and design solutions.

Our team of LEED® accredited professionals in the U.S. currently stands at 350+. These LEED® APs have the underlying engineering and project management skills to conduct LEED® assessments and to develop roadmaps to achieve LEED® certification. In fact, these LEED® APs contributed to 73 projects totaling 35mm s.f. in 2008.

# Jones Lang LaSalle

## Firm Profile

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### New York Tri-state Project and Development Services

In the New York tri-state region, our Project & Development Services group has over 285 professionals with several million sq. ft. of projects underway. Our signature projects include the World Trade Center, Madison Square Garden, Grand Central Terminal, and Bank of America's new headquarters tower in Manhattan

- Manage over 380 projects annually and delivered 245 projects in 2008
- \$3 billion in project volume under management
- State-of-the-art tracking technology keeps projects on schedule and budget

# Jones Lang LaSalle

## Biographies

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John J. Tenanty  
*Senior Vice President: Project and Development Services,  
Jones Lang LaSalle*

### Current Responsibilities

Mr. Tenanty is a Senior Vice President of Jones Lang LaSalle and leader of our Development Management practice in the Northeast Region. In addition, Mr. Tenanty is Project Executive for a mixed-use office/residential development in Stamford, CT as well providing development oversight for the 1 million s.f. expansion of the Novartis Campus in East Hanover and provide development advisory services to the Port Authority of New York and New Jersey on the World Trade Center development.

### Previous Experience

Since joining Jones Lang LaSalle in 1987, Mr. Tenanty has been involved in the development of and redevelopment of several complex projects. His most notable projects include: the Grand Central Terminal Restoration and Redevelopment Project in New York City, a \$250 million, 860,000 s.f. redevelopment project including 160,000 s.f. of retail space, extensive restoration of historical finishes and upgrading of existing utilities; the \$170 million renovation and redevelopment of Union Station in Washington, DC; the ground-up development of a 312,000 s.f. corporate headquarters building with an 800-space parking structure on a 43-acre site for Duracell Inc. (now Gillette) in Bethel, CT; the 170,000 s.f. ground-up development of an office building for Oracle Corporation in Burlington, MA; a one million s.f. renovation and expansion to Coastland Center Mall in Naples, FL and a 240,000 s.f. addition and 500,000 s.f. renovation at the Northgate Center Mall in Cincinnati, OH.

Other major assignments include a \$2 million interior fit-out assignment at Chemical Bank Plaza in Wilmington, DE; a \$35 million, 45-story high-rise condominium development at 200 East 89th Street in New York City; and the \$2.5 billion, 4.8 million s.f. ground-up construction of a complete university campus for King Saudi University in Riyadh, Saudi Arabia.

Prior to Jones Lang LaSalle, Mr. Tenanty worked for six years with Blount International, Ltd., serving in their corporate headquarters in Montgomery, Alabama and establishing project offices in Seoul, Korea and New York City. Mr. Tenanty participated as a key team member in the areas of estimating, scheduling, engineering, procurement and overall project management efforts.

### Education and Affiliations

Mr. Tenanty holds a Bachelor of Science degree in civil engineering from Georgia Institute of Technology.

# Jones Lang LaSalle

## Biographies

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Cubie H. Dawson, Jr.  
*Senior Vice President: New York Operations,  
Jones Lang LaSalle*

### Current Responsibilities

Mr. Dawson is responsible for expanding Jones Lang LaSalle's urban mixed-use transportation presence internationally. He is a contributing team member responsible for the firm's presence in Chicago's Union Station, Union Station in Kansas City and Springfield's Union Station and is a master planning advisor for the TransBay Terminal in San Francisco, Boston's Artery Project, Fulton Street Transit Center and has most recently been named as one of the "On Call" advisors to the Port Authority of New York and New Jersey for the redevelopment of the World Trade Center site as well as "On Call Advisor" to the City of Newark, New Jersey.

### Relevant Experience

Most recently, Mr. Dawson served as general manager of Grand Central Terminal, New York's major transportation hub that services the needs of over 500,000 commuters and visitors per day. He oversaw the development of public and private management, marketing and leasing plans for this world-class, historic facility. Previously, Mr. Dawson was general manager of Union Station, Washington's main mixed-use transportation hub serviced by Amtrak, commuter trains, the Metro subway system and a wide range of motor coach lines. His responsibilities included interfacing with all local and governmental agencies with oversight in and around Union Station including but not limited to: the Mayor's Office of Economic Development, Local Ward 6 Councilmen Historic Reservation Office, Amtrak, and Architect of the Capital as well as all leasing and property management services at this unique assignment. In addition, Mr. Dawson was responsible for the Minority Business Enterprise Program at the Station.

Prior to joining Jones Lang LaSalle in 1987, Mr. Dawson was general manager and retail divisional merchandise manager and buyer of men's sportswear and furnishings for May Department Stores. Previous work history includes positions as an associate merchandise manager and assistant general manager for Saks Fifth Avenue in New York City and Chicago, respectively. Mr. Dawson has also owned his own firm specializing in retail consulting services to specialty retailers. In total, he has over 29 years experience in retail management and marketing.

### Education and Affiliations

Mr. Dawson received a Bachelor of Science degree from Hampton University with majors in Management and Marketing. He is a member of the African American Real Estate Professionals of Washington, DC and Phi Beta Lamda Business Society. Mr. Dawson is a member of Jones Lang LaSalle's Executive Committee on Diversity. In addition, he is a licensed real estate salesperson in the District of Columbia.

# Jones Lang LaSalle

## Biographies

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Hilary Thomas, LEED® AP  
*Vice President: Project and Development Services,  
Jones Lang LaSalle*

### Current Responsibilities

Ms. Thomas is a Vice President of Jones Lang LaSalle focused on Development Services in the Northeast Region. Ms. Thomas rejoined Jones Lang LaSalle in the New York office in 2007, following up on seven years with Jones Lang LaSalle in Boston. Ms. Thomas has over 10 years of real estate development experience in commercial, residential and mixed use projects.

Ms. Thomas is currently Project Manager for the re-development of a 15,000 s.f. public-private plaza adjacent to 1095 Avenue of the Americas, New York, NY for The Blackstone Group. Ms. Thomas has also recently participated in the New York Metropolitan Transit Authority (MTA) review of the developer proposals of the West Side Yards and conducted a Transit Oriented Development (TOD) Study for the City of New Haven, CT.

### Previous Experience

Ms. Thomas's Jones Lang LaSalle career originated in Boston in 1997, providing development services on commercial and residential projects for corporate, institutional and private clients. During her tenure in the Boston office, Ms. Thomas completed several ground up developments from inception through construction completion: 10 Wilson Road in Cambridge, MA, a \$10 million development of a three-story 75,000 s.f. office/R&D building for a United Technologies subsidiary including all core and shell and tenant improvements; a \$12 million addition of a 4-story 70,000 s.f. office building for Oracle Corporation in Nashua, NH including all core and shell and tenant improvements; and 90 Central Street, Boxborough, MA, a \$22 million development of a three-story 175,000 s.f. office/R&D building for Koll Bren Schreiber. Ms. Thomas also conducted all development activities for 80 Broad Street, Boston, MA, a \$60 million development of a 14-story 96 unit luxury residential building with three levels of parking below, including all design, approvals and pre-construction activities; and was a team member on an advisory services assignment for Harvard University's proposed graduate and faculty housing development projects in Cambridge, MA.

Before rejoining Jones Lang LaSalle in New York in 2007, Ms. Thomas spent three years with Tarragon Corporation, a publicly traded homebuilder in New York City. With Tarragon, Ms. Thomas developed One Hudson Park, a \$100 million ground-up development of a 15-story, 168-unit luxury residential condominium project with ground floor retail in Edgewater, NJ; and Trio, an \$80M ground up development project of two 9-story buildings over three levels of parking including 140-units of luxury residential condominiums in Palisades Park, NJ. Construction was substantially complete on both projects in fall 2007, with partial occupancy and sales ongoing when Ms. Thomas rejoined Jones Lang LaSalle.

Prior to Ms. Thomas's real estate career, Ms. Thomas was a practicing civil engineer in Massachusetts for 10 years with Camp Dresser & McKee.

# Jones Lang LaSalle

## Biographies

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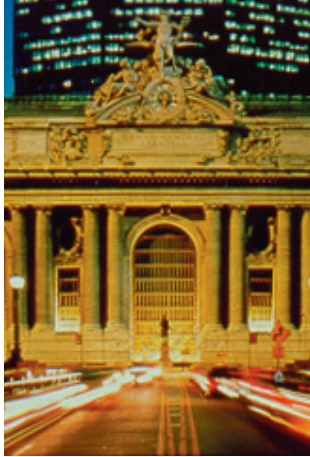
### Education and Affiliations

Ms. Thomas holds a Master of Business Administration (MBA) from Boston College with a concentration in finance. She also holds a Bachelor of Civil Engineering (BCE) from University of Delaware and is a Registered Professional Engineer (PE) and a LEED Accredited Professional (AP). Ms. Thomas is currently active in New York Commercial Women in Real Estate (NYCREW).

## Jones Lang LaSalle

### Relevant Experience

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### Grand Central Terminal

New York, NY

As one of the most beloved icons of New York City, Grand Central Terminal has been legally protected since the late 1960s, when it was recognized by the Landmarks Preservation Commission—an entity formed in response to the destruction of the original Penn Station. About a decade later, National Register of Historic Places named Grand Central a National Historic Landmark.

Although legally protected against demolition, the Terminal was not safe from deterioration and decline. In 1994, the Metropolitan Transportation Authority gained long-term control of Grand Central Terminal in the form of a 110-year lease from American Premier Underwriters, Inc., successor to the Penn Central Corporation. This enabled the MTA to enter into an agreement with GCT Venture, Inc.—a partnership of Jones Lang LaSalle and Williams Jackson Ewing—to implement a comprehensive revitalization plan based on the Master Plan for Grand Central Terminal.

Our success and overall performance in restoring the former glory and presence of this world-renowned terminal led to an expanded charter and on-going relationship. Currently, we serve as the Retail Manager of the Terminal. Today, completely restored to its 1913 splendor, Grand Central is home to 5 exquisite restaurants and cocktail lounges, 20 casual eateries in the Dining Concourse, 50 unique specialty shops and the Grand Central Market—New York's only European-style fresh food hall. Grand Central is an urban success and a legendary story of achievement. Serving more than commuters, Grand Central allows visitors to enjoy shopping dining, gazing at the magnificently restored Main Concourse Sky Ceiling and the free events and exhibits in the 12,000 s.f. public venue, Vanderbilt Hall.

### Challenge

- Help revitalize a Manhattan landmark while keeping the trains running

### Solution

- We finalized a plan for the retail redevelopment and gained approval from government agencies, including the Landmarks Preservation Commission and the State Historic Preservation Office
- We determined the most favorable method of financing to be owner funds along with bonds issued by the MTA
- We oversaw the design, restoration, redevelopment, lease-up and management of the Terminal.

### Results

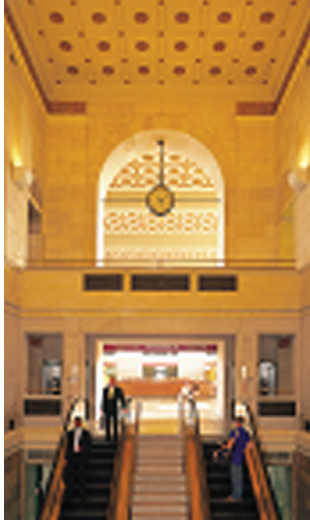
- Grand Central Terminal has been restored to its rightful status as the greatest train station in the world, and one of the greatest public spaces in New York
- Post-redevelopment, retail sales productivity exceeded \$1,000 p.s.f., and Metro North received the highest customer service ratings ever



## Jones Lang LaSalle

### Relevant Experience

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### New Haven Union Station

New Haven, CT

#### Situation

- New Haven Union Station is a landmark transportation hub located in New Haven
- The New Haven Parking Authority in conjunction with the City of New Haven, and the Connecticut Department of Transportation (CDOT), required the services of an expert multi-disciplinary team to prepare a Conceptual Master Plan for the development and operation of a mixed use intermodal transportation center located in and around the New Haven Union Station site.
- Jones Lang LaSalle formed and was selected to lead a team of diverse technical specialists to develop a long term strategic plan that would accommodate Amtrak, Greyhound, Light Rail, Local and Regional buses as well as the increased parking demand on the site; evaluate the highest and best uses for the site including but not limited to a significant increase in the Retail GLA; and recommendations for a finance and governance structure for the redevelopment.

#### Initiatives

- Commencing in 2007, Jones Lang LaSalle worked with the New Haven Parking Authority and the other agencies to develop the comprehensive Master Plan, evaluate different alternatives, and conduct an extensive market analysis.
- To comply with the requirements of the City and the respective transit agencies, Jones Lang LaSalle led a very extensive master planning program interacting with major stakeholder groups.
- Jones Lang LaSalle was also responsible for overseeing the financial modeling for this project and conducting the due diligence necessary to recommend a comprehensive Transit Oriented Development (TOD) project as well as governance structure to the major stakeholders.

#### Results

- Jones Lang LaSalle evaluated several alternatives and presented three preferred alternatives to the stakeholder committee.
- The committee was very impressed with all of the alternatives because they embraced their desire to have a true Transit Oriented Development site.
- Highest and best use alternatives have been evaluated.
- Jones Lang LaSalle made recommendations to the major stakeholders on a financing and governance structure.
- Public involvement process has been very well received.

# Jones Lang LaSalle

## Relevant Experience

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### Union Station Washington, DC

#### Situation

- After years of vacancy and deterioration, Union Station was being considered for demolition.
- Following a national competition among the country's most prestigious development firms, Jones Lang LaSalle was awarded development rights to one of the country's largest private/public partnership restorations of a historic landmark building.

#### Initiatives

- Jones Lang LaSalle arranged equity financing, interim and permanent debt financing.
- Our company coordinated construction management and office space leasing.
- We developed a merchandising and leasing plan to include over 120 stores, restaurants, cafes and a 9-screen movie cinema, providing over 210,000 s.f. of retail space to the facility.

#### Results

- Union Station is Washington DC's main transportation hub, serviced by Amtrak, commuter trains, the Metro subway and multiple bus lines.
- Retail and specialty-use space has generated property sales of over \$700.00 per s.f. while proactively working with the retail tenants to improve their productivity.
- The station now serves as a hub for special events including Inaugural Balls, art exhibits, concerts (including a holiday show by the National Symphony Orchestra) and other events that draw patrons into the station. It is one of the most visited attractions in Washington DC.
- The station received Awards of Excellence bestowed by the International Council of Shopping Centers and Urban Land Institute.

# Calthorpe Associates

## Firm Profile

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Calthorpe Associates is internationally recognized for its innovative leadership in urban design, community planning, and regional growth strategies. Since 1983 the firm has assisted private and public clients in shaping new forms of growth and redevelopment – forms that help reestablish a sense of place, scale, history and environmental balance within the built environment.

Calthorpe Associates' design philosophy focuses on creating communities that are diverse, mixed-use, and pedestrian friendly. The firm places a special emphasis on fostering places that provide a range of housing in close proximity to shopping, jobs, recreation, and transit -- walkable communities that offer realistic housing and transportation choices. Our projects range from urban infill and redevelopment plans to new towns and regional growth strategies. The challenge of contemporary urban design is in synthesizing the diverse needs of modern households with the timeless need for human scale, civic identity, and ecological sustainability. In addressing this challenge, Calthorpe Associates has been a pioneer in developing the concepts of New Urbanism, Transit Oriented Development (TOD), Urban Villages, and Regional Cities. Firm Principal Peter Calthorpe has published extensively on these topics and has authored several books, including *Sustainable Communities* with Sim Van der Ryn, *The Next American Metropolis: Ecology, Community, and the American Dream*, and *The Regional City: New Urbanism and the End of Sprawl* with William Fulton. Peter Calthorpe was the recipient of Urban Land Institute's prestigious "J.C. Nichols Prize for Visionaries in Urban Development" in 2006.

Urban design and master planning now call for the integration of many complex factors, including market demands, environmental opportunities, community input, and technical efficiencies. Our comprehensive approach to each project seeks to integrate these factors into plans and designs that are appropriate to their place, financially sound, and socially progressive.

With an interdisciplinary staff of urban designers, planners, architects, and landscape architects, Calthorpe Associates provides a full complement of planning, design, and implementation services. The firm's expertise ranges from individual buildings to regional plans, from housing and retail development to commercial and civic design. This wide-ranging experience provides a unique perspective and facilitates the development of mixed-use community plans that are grounded in a detailed knowledge of their elements.

# Calthorpe Associates

## Biographies

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### Peter Calthorpe *Principal, Calthorpe Associates*

Peter Calthorpe was named one of 25 “innovators on the cutting edge” by Newsweek Magazine for his work redefining the models of urban and suburban growth in America. His long and honored career in urban design, planning, and architecture began in 1976, combining his experience in each discipline to develop new approaches to urban revitalization, suburban growth, and regional planning.

Mr. Calthorpe’s early published work includes technical papers, articles for popular magazines, and a number of seminal books, including *Sustainable Communities* with Sim Van der Ryn, and *The Pedestrian Pocket Book* with Doug Kelbaugh. *The Next American Metropolis: Ecology, Community, and the American Dream*, published in 1993, introduced the concept of Transit-Oriented Development (TOD) and provided extensive guidelines and illustrations of their broad application. His latest book with William Fulton, *The Regional City: Planning for the End of Sprawl*, explains how regional-scale planning and design can integrate urban revitalization and suburban renewal into a coherent vision of metropolitan growth.

Mr. Calthorpe has lectured extensively throughout the United States, Europe, and South America. He has taught at U.C. Berkeley, the University of Washington, the University of Oregon, and the University of North Carolina. Over the years he has received numerous honors and awards, including appointment to the President’s Councils for Sustainable Development.

After studying at Yale’s Graduate School of Architecture, he joined the Farrallones Institute as Director of Design. Beginning private practice in 1978, with the firm of Van der Ryn, Calthorpe and Partners, his work ranged from large community planning to commercial complexes and public buildings. His architecture, planning, and research from this period established his leadership in passive solar design, producing countless publications and three National HUD awards.

Since forming Calthorpe Associates in 1983, his work has expanded to include major projects in urban, new town, and suburban settings in the United States and abroad. With groundbreaking work in Portland, Salt Lake, Austin, the Twin Cities, and Los Angeles, he has helped established the emerging field of regional design.

During the Clinton presidency, Mr. Calthorpe provided direction for HUD’s Empowerment Zone and Consolidated Planning Programs as well as the Hope VI program to rebuild some of the country’s worst public housing projects. In 1992, he became a founder of the Congress for New Urbanism and was its first board president.

Internationally his work in Japan, China, Italy, Tunis, Jordan, Australia, and the Philippines has demonstrated that community design with a focus on environmental sustainability and human scale can be adapted throughout the globe. Mr. Calthorpe has recently been selected by the State of Louisiana to lead its long-term growth and redevelopment planning following hurricanes Katrina and Rita.

Through design, innovation, publications, and realized projects, Peter Calthorpe’s 30 year practice has helped solidify a national trend towards the key principals of New

# Calthorpe Associates

## Biographies

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Urbanism: that successful places – whether neighborhoods, villages, or urban centers – must be diverse in use and user, walkable and transit-oriented, and environmentally sustainable. In recognition of his work, he was awarded ULI’s prestigious “J.C. Nichols Prize for Visionaries in Urban Development” in 2006.

# Calthorpe Associates

## Biographies

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### Joseph Scanga *Principal, Calthorpe Associates*

Joseph Scanga is a partner at Calthorpe Associates and has been with the firm since 1989. He has nearly two decades of overall experience in urban design, station area planning, infill sites, and architecture of housing and mixed-use prototypes.

Mr. Scanga has been Principal-in-Charge, Project Manager, and/or Lead Designer for many projects, including the following:

#### STATION AREA PLANS AND URBAN REVITALIZATION

- ABLA Homes Hope VI Revitalization Plan, Chicago, IL – A community-generated revitalization plan for one of the oldest and largest public housing communities in Chicago.
- Aggie Village, Davis, CA – Funded by UC Davis, this 10-acre master plan provides a range of housing to support the University's needs, and a retail component which acts as an entrance to the downtown.
- Curtis Park Hope VI, Denver, CO – Using funds secured through a Hope VI grant, this plan re-orientes public housing from large inward-facing blocks into a street and alley-oriented configuration that acknowledges the public realm.
- Colma BART Station Area Specific Plan, Colma, CA – Land use concepts and design principles for mixing uses immediately adjacent to a new BART rail transit station.
- Oak Street Hope VI, Coatesville, PA – This plan replaces a deteriorated 1960's public housing project with a traditional neighborhood housing and also addresses a 'Main Street' revitalization.
- Richardson DART Stations, Richardson TX – With the new DART line starting operation, this plan examines station area urban development, in a way that would transform auto-oriented land uses into mixed-use, transit-supportive neighborhoods.
- Richmond (BART) Transit Village, Richmond, CA – The plan creates ownership housing at a density that supports an important Bay Area inter-modal station, serving BART, Amtrak, and bus service.

#### COMMUNITY DESIGN

- The Crossings, Mountain View, CA – An 18-acre infill project at a commuter rail station, which transformed a struggling mall into a model of transit-oriented development within a city that has incorporated a city-wide TOD approach.
- Highland Gardens Neighborhood Plan, Denver, CO – A 27-acre mixed-use infill project which re-uses the original Elitch Garden amusement park, incorporating housing and maintaining important existing structures.
- Laguna West, Sacramento, CA – An 800-acre new town in Sacramento County, one of the groundbreaking projects of the New Urban movement.
- Moffett Field Vision Plan, Mountain View, CA – A master plan for the reuse of the NASA Ames facility, creating a mixed-use village incorporating housing, University, and tourism uses.
- Konterra Masterplan and Conceptual Site Plan, Laurel MD – A 488-acre master-plan at the convergence of Interstate 95 and ICC between Washington DC and Baltimore, MD

## Calthorpe Associates

### Biographies

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Prior to joining Calthorpe Associates, Mr. Scanga worked with Fisher-Friedman Associates, projects he was involved with include Pleasant Hill City Hall, UC Irvine Graduate Student Housing, and UC Riverside Student Housing. He is also the acting President of the Italo Scanga Foundation, a non-profit charitable-trust whose mission is to support the visual arts.

Mr. Scanga graduated with a Bachelor of Architecture and Bachelor of Fine Arts from the Rhode Island School of Design. He has a Master of Architecture from the University of California at Berkeley, where he studied in Italy with the ILAUD program. He has been a guest critic at UC Berkeley and California College of Arts and Crafts, and has lectured extensively throughout the country on the subject of compact growth adjacent to transit stations.

# Calthorpe Associates

## Biographies

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### Kate Blacquiere *Designer, Calthorpe Associates*

Kate is a designer at Calthorpe Associates with two years of experience in urban design and planning, her interests include urban revitalization, suburban repair and community development. While at Calthorpe Associates she has contributed to a number of projects including:

- Daybreak (South Jordan, UT) - Comprising 4,700 acres, this development is located at the base of the Oquirrh Mountains in the Salt Lake Valley. It is the largest undeveloped parcel in single ownership in the Valley. The project will include a mixed-use town center surrounded by walkable neighborhoods, each with its' own neighborhood or village center. The development is designed around an extensive open space system comprising twenty five percent of the site. A sustainable ecological system will be integrated into all aspects of the community's development, from street and building design to open space location.
- Viridian (Arlington, TX) - Viridian is a 2,200 acre mixed-use infill community located in Arlington, Texas. The community is positioned in the geographic center between Dallas and Fort Worth on a commuter rail line. Viridian will feature residential, retail, entertainment, commercial, and office space based around a Town Center. 1,200 acres of Viridian have been dedicated as natural wetlands and open space. Nature will be more accessible to the community through improvements to the habitat, enhancement of the natural lakes, and walking/biking trails.
- Stapleton Redevelopment Plan (Denver, CO) - At nearly 4,700 acres, this redevelopment of Denver's old airport into a series of transit-oriented walkable neighborhoods is the nation's largest urban infill project. The project will feature 13,000 new residential units, nearly 10 million square feet of new employment uses, 2 million square feet of retail and 1,200 acres of new regional open space. As of spring 2004, more than 1000 homes are occupied, and the first phase mixed-use village center is complete and occupied.
- Berryessa BART Station Area Plan (San Jose, CA) - The area plan is 120 acre site that transforms a former flea market and parking lot in eastern San Jose. This project will redevelop the area into a vital Transit-Oriented activity node that is befitting the infrastructural investment of the approved BART extension. The Berryessa BART station will be integrated into a cohesive, mixed-use neighborhood featuring a mix of moderate and high density housing, local shopping, open space, school, and offices within easy walking distance of the BART station.
- Konterra Masterplan and Conceptual Site Plan (Laurel, MD) - a 488 acre masterplan at the convergence of Interstate 95 and ICC between Washington DC and Baltimore, MD. Konterra, one of Maryland's growth centers, will be an exciting place to live, work and recreate. Konterra is committed to the development of a Town Center that is vibrant in every way; a place that the County and its residents can be proud of for generations and that provides an economically and socially viable and sustainable Town Center.

Additional projects Kate is currently involved with include: Fresno South Stadium (Fresno, CA); Texas Stadium (Irving, TX); and Echo Bay Waterfront Development Project (New Rochelle, NY).

Prior to joining Calthorpe Associates in fall of 2006, Kate worked at the Warren Conner



## Calthorpe Associates

### Biographies

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Development Coalition, Detroit, Michigan, Kate helped manage the Mack Avenue commercial corridor program, organizing businesses to participate in façade improvement. She also helped with a neighborhood beautification program, training and supervising middle-school youth in cleaning up vacant lots and community parks. Kate also worked at Diné College in Navajo Nation, Tsaile, Arizona. She conducted feasibility and planning studies to assess the community's readiness for creation of new health/education/social services.

Kate received her Bachelor's degree in Math and Art from Calvin College in Grand Rapids, Michigan. She also has a Masters in Urban Planning and Masters in Urban Design degrees from the University of Michigan A. Alfred Taubman College of Architecture and Urban Planning in Ann Arbor, Michigan.

# Atlantic Center

Brooklyn, New York



**Client**  
Rose Associates

**Type**  
Station Area Plan

**Summary**  
24 acre mixed-use Station Area Plan, 641 residential units, 800,000 sq. ft. of retail, 2.7 million sq. ft. of employment, Daycare center, community center, and subway station.

**Date**  
Opened November 1996

As a key component in the general revitalization of downtown Brooklyn, this mixed-use development placed 688 units of affordable housing and 2.7 million square feet of back office space on 12 acres at one of the region's largest transit stations, Atlantic Terminal of the Long Island Railroad.

The plan creates two centers, one with a commercial focus over Atlantic Terminal and the other a residential neighborhood wrapping around a crescent-shaped park. Between is a multi-purpose building with a major grocery store. The commercial area includes a skylight concourse entry to the station with shopping, entertainment, and restaurants. Two major office building towers centered on an urban park sit adjacent to the terminal and concourse. The residential area features small shops, daycare, the park, and nine courtyards surrounded by four-story Brownstone apartment buildings, a layout which reestablishes the lost fabric of a neighborhood decimated by 1960s redevelopment. Office buildings along Atlantic Avenue would shield the residential neighborhood from the adjacent train tracks. Daycare and community centers were situated at the base of the crescent park. Neighborhood grocery stores and small retail stores line the neighborhood's edge, while larger retail facilities were planned near the underground terminal. Two large office towers in the plan house the majority of the back office space at the northwest end of the site near the famous Williamsburg Bank Building.

# Langstaff

Toronto, Canada



**Client**  
Town of Markham

**Type**  
Station Area Plan

**Scale**  
116 acres

**Summary**  
Urban Infill Transit Oriented Development with 383,950 sq. ft. Retail, 15,796,254 sq. ft. Residential, and 2,344,917 sq. ft. Office space, as well as Civic, Openspace, and Park areas.

**Date**  
June 2008 to present

The Langstaff Gateway Site has been identified as an important urban infill redevelopment opportunity by local, regional, and provincial planning authorities that will have ramifications far beyond the Greater Toronto Area. The overall vision for this area is that it serves as a major regional centre and mobility hub, a key connection point between north and south York Region, and that it be an important gateway to Richmond Hill. More specifically, the Town's vision for Langstaff is to create a complete community at Langstaff by achieving the density targets and optimizing the transit development investments through Transit-Oriented Development (TOD).

This TOD project will demonstrate, to all of North America and beyond, that combining targeted residential densities with integrated transit infrastructure, in a mixed-use state-of-the-art ecologically designed community, will lead to dramatic improvements in sustainability. Langstaff will be a truly sustainable community. It will use its sustainable design to embrace the competence of humankind, to make a statement regarding its culture, and respect the natural environs it has been designed into. It will reduce resource waste, it will demand less of the environment, and it will yield a social fiber of integrity and cohesion. By incorporating strategies on the regional, neighborhood and building level, Langstaff will look beyond its site boundary in order to assist in making the right decisions not only for the site, but for the planet as a whole. It is important to understand that residential density is the critical ingredient for true quantum leaps forward in sustainability. It is only at these larger increments of development that sustainability systems like cogeneration, anaerobic digesters and personal rapid transit (PRT) systems become viable and effective. And only with a significant concentrated residential population can shops, offices, and civic services (such as schools) that make a community balanced and livable can be supported.

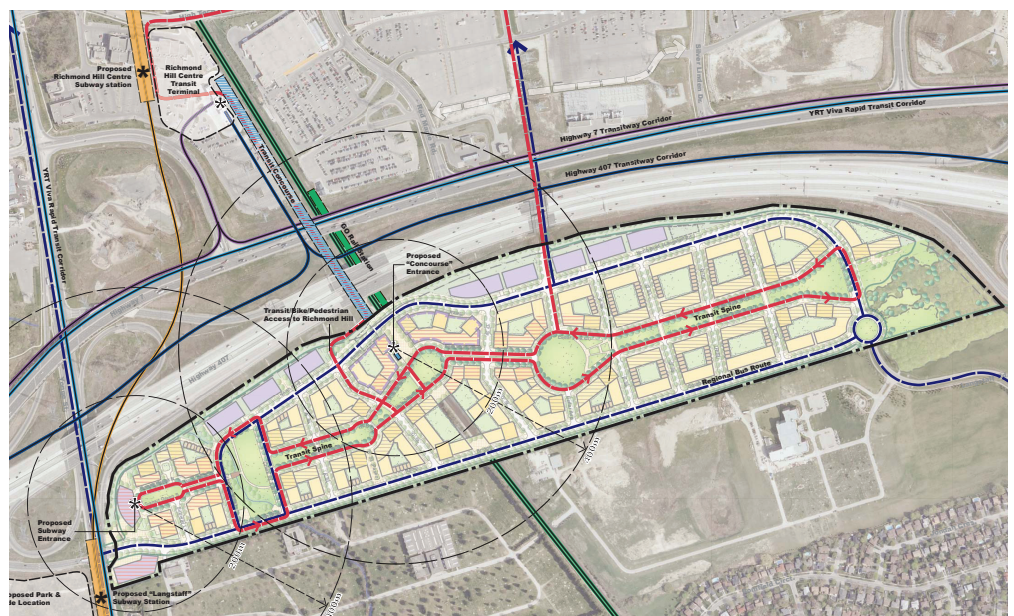
The Langstaff Site enjoys an unprecedented level of planned and existing transit service, a level unique perhaps to non-downtown North American urban areas. This local and regional connectivity will provide future residents of the Gateway with access to all the services, amenities and attractions of the Greater Toronto Area. Locating people, jobs and other amenities here will



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increase transit ridership; decrease dependency on cars, roads and parking; and create a more even jobs-housing balance. It will also provide the larger community with access to the Langstaff Site: a dynamic new, pedestrian-oriented infill neighbourhood of jobs, shops, schools, open space, and community services, all linked together with narrow walkable streets, public transit, and bike paths. The vibrant mix of uses will bring vitality to the Site and enable people to accomplish daily tasks by foot, bicycle, or transit, as well as by car.

The West (Langstaff TTC Subway station) and East (GO Train platform and Richmond Hill Transit Terminal) Transit Nodes are the primary hubs of activity for the community. Retail, high-rise residential, and office are largely focused around these nodes and main streets, and additional employment along Highway 407 allows greater access and exposure to office buildings as well as buffers the interior residential development from the highways. As one moves away from these retail cores, nonresidential ground floor use is mainly civic and community service oriented and housing types taper in density to mid- and low-rise townhomes to create blocks of a more intimate character. The mixed-use blocks that frame the central linear park system are typically made up of high-, mid- and low-rise residential buildings with structured and/or underground parking, internal courtyard roof terraces, and a nonresidential ground floor use required facing the park. Project residents and commuters will be able to combine walks to the station with small errands and social activities, reducing trips by car and invigorating the pedestrian life of the main streets. Overall, a good mixture of retail, employment, residential, entertainment, and civic uses is crucial to the long-term success of Langstaff. Attracting and retaining a wide array of activities will broaden the community's appeal, while strengthening its economic viability.



# Colma Bart Specific Plan

## Daily City, California



### Client

County and Transit District of San Mateo, and City of Daly City

### Type

Neighborhood

### Scale

110 acres

### Summary

Mixed-Use Station Area Specific Plan

### Date

1993

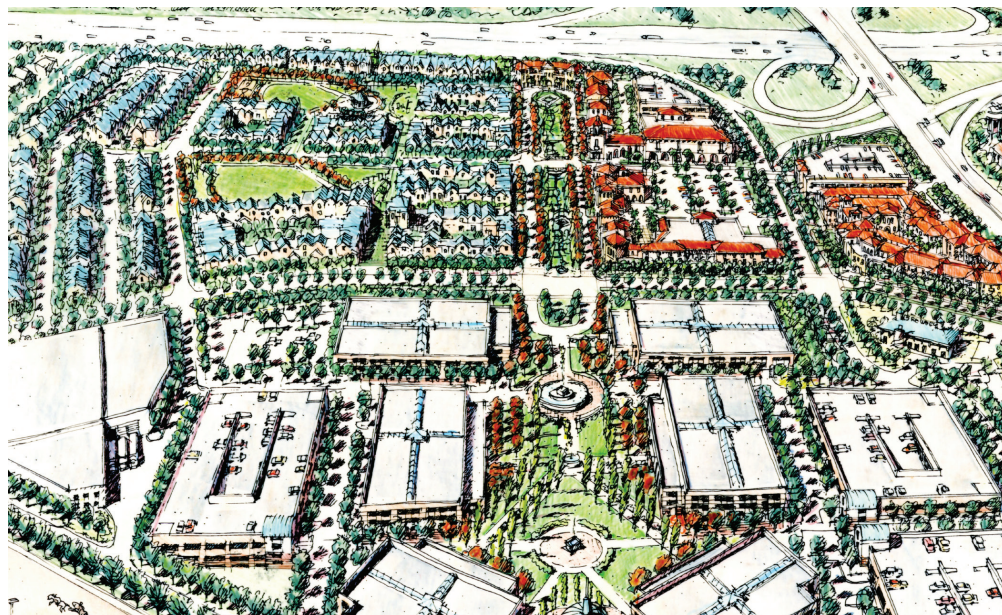
The Colma BART Specific Area Plan highlights the challenge of coordinating many jurisdictions and property owners in an effort to develop an appropriate level of intensity at what will be a prime transit stop. Two transit agencies, two Cities, a County, and a variety of neighborhood groups took part in a community planning process that aimed to reverse previous piecemeal planning and numerous misconceptions about the impacts of transit. Instead of conceiving the station as a simple transfer point, the community sought to develop it as an important neighborhood center and pedestrian destination.

The intent of the new Specific Area Plan is urban “place-making” in what is now a semi-suburban area, located just south of San Francisco on the new BART line to the airport. The plan for the surrounding 110-acre area demonstrates how a large, regional transportation facility can be integrated into a local urban fabric, generate new commercial activity, and focus housing demand. The redevelopment fosters both increased transit ridership and a more vital community. Instead of the barren expanses of asphalt that surround many of the Bay Area’s existing BART stations, the Colma BART Station area will become a focal point for neighborhood activity, incorporating a vibrant mix of urban housing, retail, and office uses that fit with the surrounding setting and meet demonstrated market demand. It will facilitate transportation options by providing strategically-placed pedestrian linkages, commuter drop-off areas, and new roadway connections.



# Bay Meadows

## San Mateo, California



**Client**  
California Jockey Club

**Type**  
Greyfield, re-use of Bay Meadows practice track

**Scale**  
740 units, 500,000 office,  
300,000 commercial square feet  
on 75 acres

**Summary**  
Mixed-use Masterplan and Specific Plan

**Date**  
2004 - Construction complete

Located between CalTrain Commuter rail and the Bayshore Freeway, the Bay Meadows Racetrack in the San Francisco Bay Area has been the site of entertainment and sports racing for many years. With increasing development demand on the San Francisco Peninsula, the practice track portion of the site has been harnessed as an opportunity to create a vibrant pedestrian-friendly and transit supportive district and to provide a quality site for the expansion of San Mateo's largest private employer, Franklin Resources. Central to the Bay Meadows Specific Plan is a mix of uses within a framework of pedestrian-scaled blocks that knit the fabric of San Mateo together and link to the regional CalTrain transit system. Safe, comfortable streets, pedestrian ways, plazas and parks are settings for social and community activity. Retail and incubator live/work uses combine with office employment to complement community and residential uses.

The mixed-use district offers daycare, commercial, office and live/work uses to provide services to employees and residents. The uses add diversity and activity at different times of the day. A neighborhood grocery store is accessible from an arcade connecting it to the site's linear park. Lining the linear park, two-story buildings house retail on the ground floor and upper-story residences and offices. At the head of the park, a daycare is located near residences. A multiplex cinema, major hotel, and restaurants will bring night life and activity to the district. The residential district fronts the linear park and two neighborhood parks to provide a sense of place and identity to residents. Podium apartments and condominiums line the linear park, providing an urban edge that complements the mixed-use district. Single-family homes, carriage homes and town homes add income, age, and household diversity to the project. Single family homes blend with the existing residential neighborhoods.

Implementation of the Specific Plan is communicated by an urban design framework identifying key site planning and design controls. Build-to lines, setbacks and building entry criteria work with defined pedestrian easements, streets, open spaces and vistas to insure that urban design goals are met.



# Perkins Eastman

## Firm Profile

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Since its founding in 1981, Perkins Eastman has become a leading international architecture, interior design, and urban design firm offering programming, planning, design, strategic planning and consulting, real estate and economic analyses, and program management services. Forging a multi-faceted practice around the interests of our principal designers, we have cultivated a diverse portfolio of projects for private- and public-sector clients in the following practice areas:

Corporate interiors	Office buildings
Country clubs	Primary and secondary education
Cultural	Religious
Government	Retails
Healthcare	Science and technology
Higher education	Senior living
Hotels	Urban design
Housing	

The firm is united in the belief that innovative design is the result of an understanding of client goals, building type, context, and budget, and the synthesis of these issues by principal-level architects with proven design abilities. This philosophy allows us to produce award-winning projects and earn the respect of our clients, resulting in many long-term relationships.

Our firm is also committed to making its projects environmentally sensitive, energy efficient, sustainable, and healthy to occupy. We engage our clients in a dialogue about how to do this in ways that are consistent with their values, goals, and budget. We believe sustainable design requires a commitment to an integrated approach to design that emphasizes the involvement of all of the team members from the very beginning of the design all the way through to occupancy of the building.

Perkins Eastman is proud to be a firm recognized for our range, superior design capabilities, and client satisfaction. The principles on which the firm was originally founded continue to lead us in new directions-through constant efforts to innovate, collaborate, research, and uphold our tradition of excellence. This philosophy allows us to produce award-winning projects and earn the respect of our clients, resulting in many long-term relationships.

This dual concern with client satisfaction and design excellence has fostered organic growth; we have expanded from our small design office roots into a network of domestic offices in New York, NY; Boston, MA; Arlington, VA; Charlotte, NC; Chicago, IL; Oakland, CA; Pittsburgh, PA; and Stamford, CT; and internationally in Dubai, UAE; Guayaquil, Ecuador; Mumbai, India; Shanghai, China; and Toronto, Canada.

Located in downtown Stamford, Perkins Eastman maintains a fully staffed office of more than 50-people including architects and interior designers. More than 50% of our staff in the Stamford office are LEED Accredited Professionals. We will bring to this project not only our national expertise in the planning and design of housing and mixed use developments including transit-oriented projects, but also our local knowledge and commitment to our area. The principals, associates and professional staff assigned to each project remain with the project throughout all phases. Perkins Eastman has the capacity to commit sufficient manpower and other technical resources to this project throughout its duration to ensure its successful completion.

# Perkins Eastman

## Firm Profile

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The firm is also strengthened by several affiliate companies and strategic alliances offering real estate and transportation planning services, landscape architecture, economic and demographic forecasts, and graphic design.

### BFJ Planning

Founded in 1980, BFJ Planning (BFJ) offers professional expertise in planning, zoning, design, environmental analysis, real estate analysis, and transportation planning. BFJ can bring a project from the initial feasibility stage through planning and approvals, to detailed design and implementation.

### RGR Landscape

RGR Landscape (RGR), founded in 1995, is a landscape design firm focusing on land planning and design for cultural institutions, public open space in urban settings, parks, recreational facilities, residential, and commercial projects.

### Urbanomics

Since 1984, Urbanomics has provided public- and private-sector clients with an array of economic development planning studies, market studies, tax policy analyses, program evaluations, and economic and demographic forecasts.

### Russell Design

Russell Design is an internationally recognized multi-disciplinary graphics firm specializing in corporate communications, branding and identification planning, design for electronic media and environmental graphic design. Since its founding in 1972, Russell Design has thrived on a diversity of both projects and clients.

# Perkins Eastman

## Biographies

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### Bradford Perkins FAIA, MRAIC, AICP *Principal and Director, Perkins Eastman*

Bradford Perkins is the founder of Perkins Eastman. He has served as the principal-in-charge and project director on several hundred architectural, planning and interior design projects in over a dozen building types. Mr. Perkins' projects have ranged from small renovations for non-profit clients to major new buildings of over one million square feet. Mr. Perkins has worked extensively in the US, Canada and fifteen countries overseas.

Mr. Perkins is a recognized expert on planning, design and project management, and he has written and lectured extensively on these and related subjects. In addition, as the managing partner of the firm, he serves as an office-wide resource on planning, programming and feasibility analysis, as well as construction administration, cost control and scheduling issues.

Prior to forming Perkins Eastman, Mr. Perkins was the Managing Partner of the New York and Washington, DC offices of Perkins & Will and the Toronto, New York, Houston and Caracas offices of Llewelyn-Davies International, both large international architecture and planning firms.

### Education

Bachelor of Arts, Cornell University, Magna Cum Laude, Distinction  
Bachelor of Architecture, Cornell University/City College of New York  
Master's of Business Administration, Stanford University

### Memberships, Associations, and Awards

Mr. Perkins is a licensed architect, a Fellow of the American Institute of Architects and a former Director of its New York Chapter, a member of the Ontario Association of Architects, a Member of the Royal Architectural Institute of Canada (MRAIC), a member of the American Planning Association and the American Institute of Certified Planners, and past President of the New York State Association of Consulting Planners.

In 1999, he received the Lifetime Achievement Award from the New York Society of Architects, and in 2001 the Platinum Circle Award from the Hospitality Design Association.

Mr. Perkins and his firm's projects have been recognized by over 100 awards for design excellence and are regularly published in the international design press. He is also frequently asked to serve on design award juries.

# Perkins Eastman

## Biographies

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Jonathan B. Metz  
AIA, LEED® AP  
*Senior Associate, Perkins Eastman*

Jonathan Metz has 30 years of experience as a senior architect on a variety of project types ranging from office, retail and mixed-use facilities to clubs, restaurants, housing and corporate interiors for both new construction and renovation projects. As an experienced architect and project manager, he has directed projects from initial client contact throughout all phases including design development, schematic design, document preparation and coordination, code review and government approvals, construction administration and final move-in. Prior to joining Perkins Eastman, Mr. Metz worked as an independent consultant in Westchester County and was previously employed with Wells Associates and Nicolas M Pacella & Associates.

### Education

Bachelor of Architecture, Pratt Institute

### Memberships

Mr. Metz is a licensed architect in the States of New York and New Jersey, and is a LEED Accredited Professional (LEED AP).

# Perkins Eastman

## Biographies

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Pamela J. Loeffelman

FAIA, LEED® AP

*Principal and Executive Director, Perkins Eastman*

Pamela Loeffelman has been involved in a variety of projects ranging from educational facilities to mixed-use projects. With more than 30 years of previous professional experience in the design and management of programmatically complex projects, she brings a depth of architectural knowledge and versatility to the firm. Ms. Loeffelman is passionate about providing learning environments that enable. From programming through construction, she is involved in ensuring maximum value, and maximum long-term results. Her practice informs her national advocacy for architecture, and her advocacy informs her architecture by always striving for better results.

As a result of this commitment, Ms. Loeffelman is the current Vice President and Executive Committee Member of AIA National for 2009-2010. She was the 2005 Chair of the Committee on Architecture for Education (CAE), and sat on the AIA's Board Knowledge Committee from 2004-2008. She is a North Atlantic Regional Council Member of the Society of College and University Planners (SCUP) and was a founding committee member of the SCUP-CAE/AIA Awards.

Ms. Loeffelman is a frequent lecturer, panel member, and juror on issues related to the advocacy of architecture for education, which enables students of all ages to be better prepared for a future that will include a knowledge focus, lifelong learning and a global work place.

### Education

Master of Business Administration, University of Connecticut

Bachelor of Architecture, Virginia Polytechnic Institute and State University

### Memberships

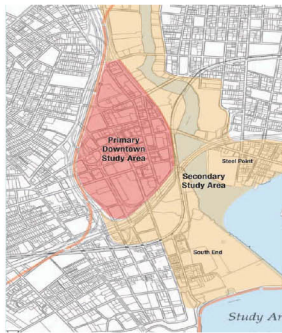
Ms. Loeffelman is a member of the College of Fellows of the American Institute of Architects (FAIA) and is a LEED Accredited Professional. Additionally, she is a registered architect, licensed in the States of New York, Connecticut, New Jersey and the Commonwealth of Massachusetts and is certified by the National Council of Architectural Registration Boards (NCARB).

## Perkins Eastman

### Relevant Experience



Georgetown Redevelopment



Bridgeport Downtown Study



Steelpoint Development



Garfield HOPE VI Neighborhood  
Initiative

On the following pages we have included a cross-section of our relevant work. The selected projects highlight the convergence of Perkins Eastman's practice area expertise, from planning to design for housing, mixed use/office/retail, and garage structures. The firm is versatile in 14 practice areas and has in-depth knowledge in all of its areas of expertise through a deep bench of professionals in our offices throughout the US and worldwide.

### Planning

#### **Metro Green Site - Master Plan**

PE was part of the team that developed the master plan for the mixed use project for W&M/Jonathan Rose Companies. Adjacent to the existing train station within the TCC district of Stamford. The first building (Phase 1) is scheduled to open in the fall of 2009.

#### **Gilbert and Bennett Redevelopment Project, Redding, Connecticut**

Riverfront redevelopment of an existing manufacturing site, including the adaptive re-use of existing mill buildings with new phased development for retail, office, and residential uses, totaling 800,000 sf.

#### **Bridgeport Downtown, City of Bridgeport, Connecticut**

The downtown of Bridgeport, Connecticut is located at the intersection of I-95 and Routes 8 and 25, major commuter highways through Fairfield County. It has an inter-modal transportation center connecting a commuter/Amtrak station, high-speed ferry terminal, bus terminal, and expanded commuter garage. Offices, stores, and restaurants are only two blocks away from this hub. The city is the most densely populated of the county's municipalities, and is its geographic center. Despite these attributes, the downtown has only 10,000 employees, under three million square feet of office space (all of it Class B and C), and no more than 1,000 residents. There has been disinvestment and loss of businesses and population.

In 2005, the city's Office of Planning and Economic Development retained BFJ Planning to prepare a set of planning documents. Work began with a CEDS (Comprehensive Economic Development Strategy) which identified downtown redevelopment as the catalyst for other significant changes in the city's future. BFJ prepared the Plan of Conservation and Development, followed by a complete zoning code update. The planning documents incorporated the recommendations of the CEDS and the Downtown Plan. The zoning code is calendared for adoption in the summer of 2009. The new development framework for the downtown creates a set of mixed-use districts, including a TOD district, allows residential density, liberalizes parking requirements, provides floor area bonuses for such benefits as historic preservation and green design, and creates design standards. The first large development project is one-quarter mile walking distance from the inter-modal hub. Steel Point is a mixed-use, waterfront development planned by Perkins Eastman; BFJ Planning is part of the Perkins Eastman team.

#### **Steelpoint Development, Bridgeport, CT**

We are currently completing the master plan for this comparable project located in Fairfield County, a 50 acre waterfront site in downtown Bridgeport. This mixed-use development is one of several we are working on for Midtown Equities.



## Perkins Eastman

### Relevant Experience

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Croton-on-Hudson, Study Area

#### **Croton TOD Study, Croton-on-Hudson, New York**

BFJ Planning (BFJ) was retained by the Village of Croton-on-Hudson to study the feasibility of transit-oriented development at Croton's train station hub. This study includes assessing the development constraints on the site (including physical and geotechnical constraints), assessing market conditions to determine the best use or uses on the site, and establishing general zoning parameters and a design scheme for the site. If the study concludes that development is feasible and can be done in a reasonably cost-effective fashion, the Village could then proceed with selecting developers and finalizing the zoning standards and design scheme.



Christie Place Garage Entrance

#### **Transit Oriented Housing, Christie Place, Scarsdale, New York**

Perkins Eastman assisted Ginsburg Development Corporation in preparing preliminary designs for a mixed-use building in downtown Scarsdale. In return for building public amenities including a 246-car underground parking garage for commuters using the nearby Metro-North train station, GDC will be permitted to construct 42-unit age-restricted luxury condominiums and 12,825 sf of retail space.

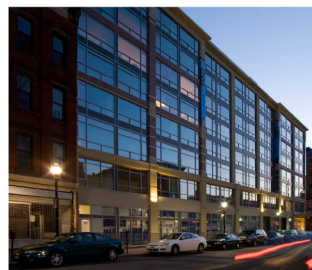
Designed to inconspicuously accommodate this sizable parking garage, the complex also conceals 79-car short-term, ground-level parking lot by covering it with a landscaped park and surrounding it with retail stores. The park is also a garden plaza for the residents, and an attractive buffer for the adjoining Chateaux Cooperative, improving their view—currently an unsightly open-air parking lot. A clock tower that is prominent from street level is also envisioned to further improve the area by establishing a landmark at the corner of Christie Place and East Parkway.



Metro Green Apartments

#### **Metro Green Apartments, Stamford, Connecticut**

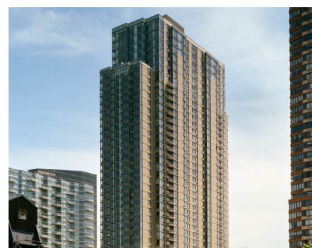
Creating a new precedence for green, mixed-income, transit-oriented model developments; Metro Green Apartments is at the forefront of this metamorphosis. The first of a three phase residential project, it is a part of the LEED for Neighborhood Design pilot program. The building design integrates green building technologies, including recycled content, materials/finishes, energy efficient systems and appliances that meet the Enterprise Green Community. Additionally, the project has been registered with the USGBC and is seeking both a LEED Neighborhood Development Gold and LEED-New Construction Gold rating. The Metro Green Apartments provide a wide variety of benefits to the local community by combining affordable residential opportunities with immediate access to a major transportation line.



66 Main

#### **66 Main, Yonkers, New York**

66 Main is a ten-story, 171-unit luxury apartment building incorporating ground-floor retail and two levels of parking (154-space parking garage) for residents. It is part of the continuing revitalization of the Yonkers Downtown Waterfront District. The design will help to bring continuous activity to the downtown area.



Avalon Riverview North

#### **Avalon Riverview I & II, Queens, NY**

This housing and retail project is one of many we have and are currently doing for AvalonBay. This project offers 602 apartments and townhouse units, 12,000 sf of commercial space and a five-story, 360-vehicle parking structure with rooftop terrace. Amenities for residents include a fitness center, basketball court, swimming pool, business center, and community rooms. The apartment tower is also set back from the street, providing for a landscaped entrance courtyard that creates a more dramatic entry sequence.

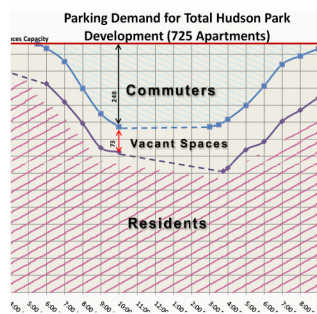


## Perkins Eastman

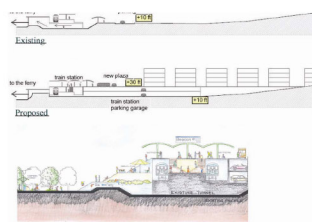
### Relevant Experience



Hudson Park Shared-Parking Study



Point Street Landing



Beacon TOD Study

### **The City of Pittsburgh Housing Authority, Garfield HOPE VI Neighborhood Initiative, Pittsburgh, Pennsylvania**

The Garfield HOPE VI Neighborhood Initiative brings the concept of New Urbanism back to its roots by revitalizing Garfield—one of Pittsburgh’s traditional urban neighborhoods. This initiative promotes the transformation of Garfield into a walkable, diverse neighborhood comprising a range of housing and employment options. The plan builds on the neighborhood’s proximity to the downtown Pittsburgh business district, links to the university and medical communities in the city’s Oakland neighborhood, and connection to key initiatives currently underway in the City’s East End.

### **Yonkers Downtown Transit and Parking Studies, City of Yonkers, New York**

BFJ Planning (BFJ) in association with Perkins Eastman and Urbanomics has undertaken a series of revitalization studies on behalf of both the public and private sector in the revitalization of downtown Yonkers, its train station area and its waterfront. BFJ led the original market studies that identified the Yonkers downtown waterfront area as a place to begin the rejuvenation of downtown Yonkers. These were followed by a series of planning, environmental and design studies for private sector residential development at 66 Main Street and the southern waterfront area. 66 Main Street, a rental development designed by Perkins Eastman, is now fully occupied.

Current work in the downtown includes a parking analysis of transit oriented development (TOD) adjacent to the Yonkers train station. This analysis has helped support lower parking ratios for other developments in the downtown. These developments include Point Street Landing, an 1100 unit proposal designed by Perkins Eastman and with a market study by Urbanomics. The approval process is currently underway for Point Street Landing, and the environmental documents are being completed by BFJ Planning.

Directly to the east of the Yonkers train station BFJ Planning is currently undertaking an environmental assessment of the “day lighting” of the Saw Mill River. The river was long ago covered up in the downtown and the current proposal would uncover the river to light and air in an area currently called Larking Plaza. This plaza has significant land uses around it such as the Yonkers Library and the Department of Motor Vehicles. The plans call for a river walk along a re-opened Saw Mill River. At the eastern end of Larking Plaza BFJ has completed the approvals process and environmental reviews for an 88 unit affordable housing mid-rise building. Perkins Eastman is designing this development, which will anchor the eastern part of Larking Plaza and will be based upon TOD principals.

### **Beacon TOD Linkages Plan, Beacon, New York**

BFJ Planning (BFJ) was selected by the City of Beacon to develop a plan and a set of strategies that would improve the linkages between the various travel generators and attractions on the City’s waterfront, the City’s Main Street, and the Beacon train station. The strategies include improvements to the transportation services and infrastructure connecting to the Beacon rail station, to the Dia:Beacon Museum, and the proposed new attractions on the waterfront. Schedule and operational improvements were proposed for the Beacon shuttle bus and the ferry operating between Beacon and Newburgh. In addition to the transportation linkages, BFJ recommended transit oriented developments to fill in the void and overcome the elevation differences between the station and Main Street. BFJ worked with the City’s planning team to coordinate with the master plan effort for the waterfront area. The



## Perkins Eastman

### Relevant Experience

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Harbor Point

#### **Fraternity Meadows, Secaucus, New Jersey**

The 300-unit wood-frame luxury rental building is the first phase of an 1,800 unit residential complex adjacent to the Secaucus Junction transit station. The building design will adopt a “Texas Wrap” style configuration – the residential units surround and conceal a concrete parking structure. The challenge with this configuration is to develop a design approach that effectively redistributes the building elements to minimize the massing of such a large building. The project includes 64 affordable housing units and will combine a fitness center, media room and business center. As a transit-oriented development, the site features broad boulevards with walking and bike lanes. A jitney will be provided to the train station.

### Mixed Use / Office Developments



#### **Harbor Point, Stamford, Connecticut**

Modeled for smart growth and transit-oriented development, Harbor Point is one of the first projects to qualify for the USGBC’s Leadership in Energy and Environmental Design for Neighborhood Development (LEED-ND) pilot program. The 80-acre mixed-use development creates a sustainable presence in an economically neglected area transforming former industrial brownfield into a world-class destination. The four-phase, 10-year project creates 4,000 new residences, 400,000 sf of retail space, nearly 350,000 sf of office space, a hotel and spa, 16 acres of parks, and more than a mile of shoreline and harbor access—all conveniently located near public transportation.



Sky View Parc

#### **Canterbury Green, Stamford, CT**

This mixed-use development included the first new rental housing units in downtown Stamford. Canterbury was the first mixed use project in Stamford and remains one of the most successful mixed use developments in the region. It, too, has won several awards for planning and design excellence.

#### **Sky View Parc, New York, New York**

Perkins Eastman provided site planning and full architectural services for this 14-acre, 3.2 million sf mixed-use complex near the heart of downtown Flushing. Developed by Muss Development Company, the project uniquely mixes residential units with a four-story, big-box retail base. The entire complex includes 950 residential apartments, more than 725,000 sf of retail space, and parking for 2,650 vehicles.

#### **Garage Facilities**

General Motors Technical Center Parking Facilities, Detroit, Michigan

Perkins Eastman was retained as the consulting architect for the design of a ten-story, 2,100-car parking facility at the downtown Renaissance Center and subsequently developed design-build contract documents for the project. The firm also developed design-build documents for two parking facilities at the historically significant General Motors Technical Center, for 3,200 and 1,200 vehicles respectively. Each structure responded aesthetically to context: the downtown building, a brick-clad assembly reflecting the mill building types typical along the waterfront; the Technical Center buildings to the low rise, modernist vocabulary established by Eero Saarinen in the original design of the campus.



GM Parking Facilities